

*Ad Hoc Advisory Board Reports*

**Volume 1**  
**Basic Working Materials**

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Creation of the Commission and Advisory Board, Initial  
Planning Materials and Minutes of Advisory Board



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**January 27, 2003**

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**(Corrected Copy Sent to Mary Quaid)**

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## PREFACE

This Report contains information on the creation and composition of the Joint Legislative Juvenile Justice Commission and its Ad Hoc Juvenile Justice Advisory Board. The Report also contains materials relating to the goals, schedule, and scope of work of the Commission and its Advisory Board, as well as the Minutes of all Advisory Board meetings and media reports on the Commission and Advisory Board.

The Commission was created in response to an appeal made by Chief Justice Pascal F. Calogero, Jr. in his 2001 State of the Judiciary Address to the joint session of the House and Senate at the regular session of the legislature meeting on April 10, 2001. In his address, Chief Justice requested that all branches of state government initiate a joint, comprehensive effort to reform and restructure the juvenile justice system of Louisiana. A copy of the Chief Justice's address is provided in Exhibit 1 of this Report.

In response to the Chief Justice's address, the legislature enacted at the same legislative session House Concurrent Resolution (HCR) 94, establishing a twelve-member legislative study Commission consisting of six senators and six representatives appointed respectively by the President of the Senate and the Speaker of the House. The Speaker of the House appointed Representative Mitch Landrieu to be the chair of the Commission; the President of the Senate appointed Senator Donald Cravins to be vice-chair. HCR 94 also created a 43-member Ad Hoc Advisory Board, chaired by Gwen Hamilton, the Secretary of the Department of Social Services and the chair of the Children's Cabinet. A copy of HCR 94 is provided in Exhibit 2. Lists of the Commission and Advisory Board members are provided in Exhibit 3.

To assist the Commission and the Advisory Board in their work, four staffing teams were created -- a Planning Team, consisting of staff from all three branches of government; a Research Team, led by the Office of Social Service and Research Development (OSSRD) of Louisiana State University and consisting of representatives of every public university in Louisiana; an Advisory Board Staffing Team, consisting of members of the Planning Team and other staff drawn from local courts and other institutions; and a Commission Staffing Team, consisting of members of the House and Senate Legislative Councils. A copy of the Staffing Plan and Organizational Chart is provided in Exhibit 4. Lists of the members of the Planning Team, Research Team, Advisory Board Team, and Commission Staffing Team are provided in Exhibit 5.

The Commission's goals, working definition of juvenile justice, mission statement, generalized scope of work, and detailed scope of work are provided in Exhibit 6.

The agendas, minutes, and important materials of each Advisory Board Meeting are provided in Exhibit 7.

**EXHIBIT 1**

**2001 STATE OF THE JUDICIARY ADDRESS**

**BY**

**CHIEF JUSTICE PASCAL F. CALOGERO, JR.**

**APRIL 10, 2001**

**2001 STATE OF THE JUDICIARY ADDRESS  
TO THE JOINT SESSION OF THE HOUSE AND SENATE  
OF THE LOUISIANA LEGISLATURE  
by PASCAL F. CALOGERO, JR.  
CHIEF JUSTICE, SUPREME COURT OF LOUISIANA  
Tuesday, April 10, 2001, 30:00 p.m., House Chamber**

Mr. President, Mr. Speaker, members of the House and Senate, colleagues, distinguished guests, ladies and gentlemen:

Good afternoon. On behalf of the Louisiana Supreme Court, thank you once again for this opportunity to speak to you on the state of the judiciary. I sincerely appreciate the courtesies shown by the President, the Speaker, and all of you for scheduling this address and for being here today.

I am joined today by other members of the Supreme Court, including Justice Kitty Kimball, who is next in line to serve as Chief Justice of the Supreme Court. Other members of the Court present today are Justice Jeff Victory from Shreveport, Justice Chet Traylor from Winnsboro, and Justice Jeannette Knoll from Marksville. Justice Harry Lemmon, who is not here today, has announced his retirement effective May 16, 2001, ending 21 years of distinguished service on the Supreme Court. Justice Bernette Johnson from New Orleans could not be with us today because she is in Atlanta receiving an honorary doctorate degree from Spelman College.

Since I last spoke to you, we bid a fond farewell to Justice Walter Marcus, Jr. of New Orleans who retired in September 2000 after 27½ years on the Supreme Court. We were also saddened by the loss of retired Supreme Court Justice Pike Hall of Shreveport who died in November 1999. The Second Circuit Court of Appeal courthouse was renamed recently in his honor.

This is my fourth “State of the Judiciary” address. I look forward to speaking to you every two years. My regularly scheduled remarks represent a relatively new tradition, although prior to 1996, Chief Justices have occasionally addressed this august body. I believe our presence here serves a dual purpose of updating you on the performance of the state judiciary while serving as a reminder of the functions and nature of our respective branches of government. My own experience and that of the other Justices is an appreciation and deep respect of your role in our state government. This bicameral legislature is inferior only to the Constitution of Louisiana as adopted by the people of our state.

As legislators, you pass the laws for our state. Under the state Constitution, we are required to respect, interpret, and apply those laws, and on occasion, to determine whether that legislation comports with our state and federal constitutions.

Yesterday marked my 11<sup>th</sup> year as your Chief Justice, and I thank each of you for your courtesy and your friendship. I also would like to thank all of you and Governor Foster for your assistance and cooperation during the past two years.

I especially commend you for providing the funds to complete the renovation of 400 Royal Street. I promise that this precious landmark will become one of the great jewels in this state's rich treasury of historic buildings, and a fitting symbol for justice in Louisiana.

I also thank the legislature, especially the Chairman of the House Appropriations Committee, for working with the Supreme Court and the judiciary to develop the Judicial Budget and Performance Accountability Act of 1999. Because of this Act, the judiciary is now using strategic planning, performance auditing, and other tools to direct its future and to encourage continuous improvement.

I also wish to thank the legislature in advance for its consideration at this session of the need for higher levels of judicial pay. Judges' advocacy of a judicial pay raise may sound to some as rather self-serving. However, do remember that if the people of this state want a fair, impartial, and independent judiciary, adequate judicial pay is certainly a necessary component of the overall effort to achieve these objectives.

As you know, as Chief Justice, I have strived to improve communications between our two branches of government. I think we've been successful in this regard, more recently with the Justices' biannual visit to this Chamber, distribution of our quarterly *Court Column* newsletter, and our district court Judicial Ridealongs in which I know many of you have participated. Last fall, we expanded this program to include a Supreme Court Ridealong for state legislators. We were delighted that about 50 of you came to the Supreme Court, visited with us for a morning of information presentations, took a tour to see firsthand the progress of the renovations of the Courthouse at 400 Royal Street, and sat in on our regularly-scheduled afternoon oral arguments. Thank you to everyone who made the trip to our Court and participated in the Ridealong. We received some excellent feedback on this program, and we hope to present it again at a future date to give new legislators (and new Justices) the opportunity to participate.

I hope you also continue to find useful the input of our Judicial Council into relevant legislation, such as bills to create new judgeships. As you know, each year the Judicial Council's Committee to Evaluate Requests for New Judgeships sends to each legislator and each court a list of criteria for creating new judgeships. The Judicial Council only approves and recommends to you the creation of a new judgeship after a team, composed of judges and staff, visits the judicial district, analyzes case-loads and other factors, and concludes that a new judgeship is warranted, based on the requisite criteria. Recommendations of the Judicial Council are supportable with statistics and are not made lightly. Thank you for respecting the recommendations of the Judicial Council and for upholding the integrity of the process.

Over the past two years, I believe Louisiana's judiciary has accomplished many positive things, as you will see in the publications that have been placed at your desks. These reports show that the Judiciary has worked diligently to improve its performance in many different areas. One of the longstanding goals of the Supreme Court has been to reduce the number of attorney disciplinary infractions. Through the Court's "Committee to Study Permanent Disbarment", co-chaired by Justice Kitty Kimball and Justice Jeannette T. Knoll, the Court's "Committee to Prevent Lawyer Misconduct", chaired by Justice Chet D. Traylor, and the Court's "*Ad Hoc* Committee to Study Potential Changes in the Admission and Practice of Law", chaired by Justice Kitty Kimball, we are pursuing a variety of avenues to improve the quality of the legal profession.

In my opinion, a potentially far-reaching reform initiative recently undertaken by the Supreme Court for our elected judiciary was the formation of a “Committee to Study the Creation of a Judicial Campaign Oversight Committee.” This Study Committee was charged with studying and making recommendations to the Court on the benefits and feasibility of establishing a permanent Oversight Committee, which would serve, for the judicial candidate, as a resource and as a deterrent. The Oversight Committee would act as a resource by educating the judicial candidates on such matters as the Code of Judicial Conduct, answering ethical questions which arise during an election on an expedited basis, and reviewing actual or proposed campaign conduct and advertisements. The Oversight Committee would also hopefully deter unethical conduct by soliciting from each candidate a pledge of ethical campaign conduct, and also by reviewing complaints and taking action where appropriate. It is our hope that this Oversight Committee might help in restoring and maintaining ethical conduct in judicial campaigns.

I’d like to personally thank Senator Jay Dardenne and Representative Arthur Morrell for serving on the Study Committee, which completed its work this past Friday. I am pleased to report that the Study Committee will soon recommend to the Court the creation of a permanent Judicial Campaign Oversight Committee. The Study Committee made several other distinct recommendations, and its report will be subject to consideration by the Supreme Court conference in the very near future.

While I appreciate the chance to recount some of our accomplishments, my primary purpose in addressing you today is to ask your assistance on a very important issue – the need to re-envision, restructure, and reform the juvenile justice system of this state. Improved education and more effective juvenile justice are two keys for ensuring the future of this state. I commend the Governor and the Legislature for their initiatives to improve the State’s educational system, especially the recent effort to provide higher pay for teachers. Now I think it is time for all three branches to examine the issue of the current state of our juvenile justice system and to take bold steps to improve it.

In addressing this issue, I will not elaborate on the many problems affecting juvenile courts – for example, the low level of operating and capital funding, the unavailability of effective secured detention, the lack of alternative sanctions, and the lack of treatment services for children and families. Let me begin instead by sharing with you my vision of what I believe is not only possible, but imperative as well.

I envision a revitalized juvenile justice system to be built upon a resolute, over-arching commitment by Louisiana’s leaders and its people to truly put children first above other priorities, especially those children who are at risk of abuse and neglect, educational failure, societal maladjustment, and chronic criminal activity.

I envision a juvenile justice system that emphasizes prevention, assessment, early intervention, treatment, rehabilitation, and the proper development of civic values, learning competencies, and life-coping skills in children, rather than simply punishment, and, where punishment is an appropriate and necessary remedy, a system that ensures swift and effective justice.

I envision a new juvenile justice system built upon the comprehensive strategy advocated by the federal government that provides a framework for assessing and treating all children who come under its jurisdiction, including those who are abused and neglected, those who are status offenders, and those who are serious, violent, and chronic delinquent offenders.

The new system should recognize the link between child abuse and neglect and the potential for later social maladjustment and possible criminal activity. It should address the needs of abused and neglected children in a comprehensive manner from the moment they enter the system until the time they are firmly re-united with their birth families, or securely placed with their adoptive families, or reasonably adjusted to be on their own after they “age-out” of the system.

For those children who are status offenders, traffic offenders, and delinquent offenders, the new system should provide a continuum of high-quality, integrated services and graduated sanctions, including prevention, assessment, early intervention, secured detention, alternative sanctions, long-term services for treating substance abuse, mental disorders, and other disorders affecting children and their families. The system should like traditional juvenile justice elements with elements from the health, mental health, substance abuse, educational, child welfare, and community-based systems. The system should also insist and ensure that there is meaningful communication, collaboration, and data sharing among all juvenile justice agencies.

This new juvenile justice system should ensure that juvenile courts are adequately housed and funded to fulfill their rehabilitative mission.

This ideal juvenile justice system should consistently operate from a knowledge base that incorporates the best tools for planning and managing the implementation of the comprehensive strategy. The system should provide accurate, up-to-date information on the quality, timeliness, and effectiveness of all juvenile justice processes and results, including the effectiveness of each strategy in the continuum of services, including the range of progressive sanctions. The system should not act blindly in the vague hope of positive results but should use the best science to ensure that good things will result so that success can be institutionalized and failure eliminated. The system should, therefore, be totally accountable to the public and to you, the guardians of the public’s purse.

Through such a comprehensive approach, I envision a reformed juvenile justice system that is not blind but knowledgeable in its application of services and sanctions, a system that is tough but not mindless, and a system whose cost-effectiveness can be measured accurately and whose expectations are firmly and unrelentingly in favor of the rehabilitation of children.

If you agree with at least part of my vision, the question I wish to pose to you today is: how do we -- the three branches of state government – along with local government, and our society as a whole -- come together to develop and implement a common vision? Many judges in this state, including myself, believe that increased state funding for our financially-strapped juvenile courts should be a major part of the reform and restructuring of the juvenile justice system. However, I realize the legislature’s difficulty in jumping into that issue without carefully analyzing the costs and benefits and also without looking at the entire system.

And so, let me suggest the following approach as a starting point. I request that, at this session, you establish a joint legislative study committee or a commission to envision practical ways to reform and restructure the juvenile justice system of our state. It is time that we all examine the mission and financing of our juvenile courts as well as the availability of effective secured detention facilities and services, the availability of effective alternative sanctions, and the availability of treatment services. In this endeavor, I stand ready to commit the judiciary to participate meaningfully in this process. I offer the benefits of our staff, the wisdom of our judges, and access to the best judicial think tanks and resources in the nation.

## **CONCLUSION**

An improved juvenile justice system is, in my opinion, the state's best strategy for preventing and reducing serious crime. We all know, intuitively and from research, that the abuse and neglect of children is a major contributing factor in the development of delinquency and that delinquency is a major contributor to adult crime. For these reasons alone, we need to look carefully at this issue and to act. So let us begin.

Once again, I thank you for opening your chamber to us today, for your attention to my remarks, and for your unfailing devotion to the people of Louisiana.

**EXHIBIT 2**

**HOUSE CONCURRENT RESOLUTION NO. 94**

**2001 REGULAR LEGISLATIVE SESSION**

HOUSE CONCURRENT RESOLUTION NO. 94

BY REPRESENTATIVE LANDRIEU

**A CONCURRENT RESOLUTION**

To create the Joint Legislative Juvenile Justice Commission and the Ad Hoc Juvenile Justice Advisory Board to study and make recommendations on the feasibility of reforming and restructuring the juvenile justice system as it faces the challenges of the new millennium.

**WHEREAS**, the nation and the state of Louisiana are becoming increasingly concerned about the availability and quality of the resources available to the juvenile justice system for effectively dealing with child abuse and neglect, pre-delinquency behavior, juvenile delinquency, and other matters affecting juvenile justice; and

**WHEREAS**, research indicates that child abuse and neglect are major contributors to dysfunctional child behavior and to juvenile delinquency and that juvenile delinquency is a major contributor to adult crime; and

**WHEREAS**, research further indicates that our best hope for preventing child abuse and neglect and juvenile crime and for reducing the rate of recidivism in juvenile delinquency and later crime is to employ a comprehensive strategy involving a range of prevention, assessment, early intervention, and treatment services, as well as progressive sanctions; and

**WHEREAS**, the state's juvenile courts have complained about the insufficiency of their operating funding, some of their capital facilities, and the availability and quality of appropriate services and alternative sanctions that should comprise a comprehensive strategy; and

**WHEREAS**, the Governor's Children's Cabinet is in an ongoing process of comprehensive planning for children's services and has a need to obtain specific information regarding the needs of children in the juvenile justice system; and

**WHEREAS**, the Office of Juvenile Justice and Delinquency Prevention has provided grants to the National Conference of State Legislatures and other national associations to study and implement a comprehensive strategy, thus indicating the timeliness of the need to reexamine the juvenile justice system.

**THEREFORE, BE IT RESOLVED** that the Legislature of Louisiana does hereby create the Joint Legislative Juvenile Justice Commission, consisting of six members of the Louisiana House of Representatives to be appointed by the speaker and six members of the Louisiana Senate, to be appointed by the president, to study and make recommendations on the feasibility of reforming and restructuring the juvenile justice system of Louisiana in terms of developing a comprehensive strategy, with special focus on the jurisdictions of the four juvenile courts of the state. The study shall examine and make recommendations relating to the operating and capital needs of the courts, their sources of funding, the availability and quality of the secured detention facilities and services available to them, the availability and quality of the prevention, assessment, early intervention, representation and advocacy services, and treatment services, and alternative sanctions available to them, as well as to recommend the services to be developed to implement the comprehensive strategy and other matters affecting said courts and the juvenile justice system.

**BE IT FURTHER RESOLVED** that the Legislature of Louisiana, in order to provide advice and counsel to the Joint Legislative Juvenile Justice Commission on all matters relating to the commission's mission, does hereby create an Ad Hoc Juvenile Justice Advisory Board, consisting of: four representatives of the Louisiana Supreme Court, a district attorney and an

assistant district attorney appointed by the Louisiana District Attorneys Association, and a representative from each of the following: office of the governor; office of the attorney general; Caddo Parish Juvenile Court; East Baton Rouge Parish Juvenile Court; Jefferson Parish Juvenile Court; Orleans Parish Juvenile Court; Department of Education; Department of Health and Hospitals; Department of Public Safety and Corrections; Department of Social Services; Louisiana Commission on Law Enforcement, Juvenile Justice Delinquency and Prevention Board; Louisiana Council of Juvenile and Family Court judges; Louisiana Sheriff's Association; FINS Association; Capital Area Human Services Program; Casey Family Program of East Baton Rouge; Children's Services Collaborative; Council for a Better Louisiana; Jefferson Parish Community Justice Agency; Jefferson Parish Human Services Authority; Junior League of Caddo/Bossier; Metrovision; National Association of Black Social Workers; Public Affairs Research Council; Victims and Citizens Against Crime; Volunteers for Youth Justice in Caddo; You Who; Urban League; the Mental Health Association in Louisiana; Catholic Charities Archdiocese New Orleans; Louisiana Chapter, National Association of Social Workers; Metropolitan Crime Commission of New Orleans, Inc; Juvenile Justice Project of Louisiana; Louisiana Association of Child Care Agencies; Louisiana Indigent Defense Assistance Board; and Greater New Orleans Louis A. Martinet Legal Society; and the executive director of the Governor's Children's Cabinet.

**BE IT FURTHER RESOLVED** that the commission shall report its findings and recommendations to the Louisiana Legislature prior to March 31, 2003.

**BE IT FURTHER RESOLVED** that the chair of the commission requests such assistance as they may deem necessary from such offices in the legislative, executive, or judicial branches, and from such universities or private sector functions, as the chair may deem necessary and appropriate for the accomplishments of the commission's mission.

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SPEAKER OF THE HOUSE OF REPRESENTATIVES

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PRESIDENT OF THE SENATE

**EXHIBIT 3**

**LIST OF THE COMMISSION MEMBERS  
AND  
MEMBERS OF THE ADVISORY BOARD**



**LOUISIANA HOUSE OF REPRESENTATIVES**  
**House Legislative Services**  
 STATE CAPITOL  
 P.O. BOX 44486, CAPITOL STATION  
 BATON ROUGE, LOUISIANA 70804  
 (225) 342-6125

**Charlie DeWitt**  
*Speaker of the House*

**Billy Montgomery**  
*Chairman, House Legislative Services Council*

**Emile "Peppi" Brunson**  
*Speaker Pro Tempore*

**Mary F. Quid**  
*Executive Director, House Legislative Services*

**Juvenile Justice Commission Members**

Hon. Mitchell J. Landrieu,  
 JJC Chairman  
 State Representative  
 1100 Poydras St., Ste. 2950  
 New Orleans, Louisiana 70163

Hon. Donald R. Cravins,  
 JJC Vice Chairman  
 State Senator  
 200 W. Pine Street  
 Lafayette, Louisiana 70501

Hon. Diana E. Bajoie  
 State Senator  
 P. O. Box 15168  
 New Orleans, Louisiana 70175

Hon. Michael J. Michot  
 State Senator  
 P. O. Box 80372  
 Lafayette, Louisiana 70598

Hon. Willie Hunter, Jr.  
 State Representative  
 P. O. Box 3105  
 Monroe, Louisiana 71210

Hon. Billy Montgomery  
 State Representative  
 4326 Parkway Drive  
 Bossier City, Louisiana 71112

Hon. Charles D. Jones  
 State Senator  
 141 Desiard, Ste. 315  
 Monroe, Louisiana 71202

Hon. Willie Landry Mount  
 State Senator  
 P. O. Box 3004  
 Lake Charles, Louisiana 70602

Hon. Arthur J. Lentini  
 State Senator  
 6620 Riverside Drive, Ste. 312  
 Kenner, Louisiana 70065

Hon. Charles A. Riddle, III  
 State Representative  
 P. O. Box 315  
 Marksville, Louisiana 71351

Hon. Daniel R. Martiny  
 State Representative  
 131 Airline Hwy., Ste 201  
 Kenner, Louisiana 70001

Hon. Diane G. Winston  
 State Representative  
 321 N. Florida Street  
 Covington, Louisiana 70433

**JUVENILE JUSTICE ADVISORY BOARD MEMBERS**

Updated August 20, 2002

<b>Organization</b>	<b>Appointee(s):</b>	<b>Street Address</b>	<b>City, State, Zip</b>	<b>Phone</b>	<b>Fax</b>	<b>E-mail</b>
Caddo Juvenile Court	Judge Paul Young	1835 Spring Street	Shreveport, LA 71101	(318) 226-6755	(318) 226-6587	pyoung@jcfcp.org
Capitol Area Human Services District	Stanley Mong	4615 Government Street, Building 2	Baton Rouge, LA 70806	(225) 925-1768	(225) 922-2175	Smong@dhh.State.la.us
Casey Family Program	Ethel B. Harris	7710 Prairie Drive	Greenwell Springs, LA 70739	(225) 261-0442		grandma7710@aol.com
Catholic Charities Archdiocese of New Orleans	Robert J. Guasco	1101 Barataria Blvd.	Marrero, LA 70072	(504) 347-5581	(504) 340-2075	rjguasco@archdiocese-no.org
Children's Services Collaborative	Pastor Torin Sanders	1539 Jackson Avenue, Suite 2000	New Orleans, LA 70130	(504) 586-9171	(504) 586-9172	cscollab@bellsouth.net
Community Justice Agency	Deborah A. Villio	1221 Elmwood Park Blvd., Suite 607	Jefferson, LA 70123	(504) 736-6844	(504) 736-8717	Dvillio@jeffparish.net
Council for a Better Louisiana	Barry Erwin	P. O. Box 4308	Baton Rouge, LA 70821-4308	(225) 344-2225	(225) 338-9470	erwin@cabl.org
Department of Education	Lester Klotz	P. O. Box 94064	Baton Rouge, LA 70804-9064	(225) 342-3538	(225) 342-6984	Lklotz@mail.doe.state.la.us
Department of Health and Hospitals	Cheryl Bowers-Stephens	P. O. Box 4049	Baton Rouge, LA 70821	(225) 342-2540	(225) 342-5066	Cstephen@dhh.state.la.us
Department of Justice	Gayle Jackson	P. O. Box 94005	Baton Rouge, LA 70804	(225) 342-9724	(225) 342-7335	jacksong@ag.state.la.us
Department of Public Safety and Corrections	Richard L. Stalder	P. O. Box 94304	Baton Rouge, LA 70804-9304	(225) 342-5723	(225) 342-3095	rstalder@corrections.state.la.us
Department of Social Services	Gwen Hamilton	P. O. Box 3776, 755 Third St., Room 201	Baton Rouge, LA 70821	(225) 342-7475	(225) 342-8636	gwen.hamilton@dss.state.la.us
Department of Social Services	Patrice Waldrop	333 Laurel Street	Baton Rouge, LA 70821	(225) 342-4008	(225) 342-9087	pwaldrop@dss.state.la.us
East Baton Rouge Juvenile Court	Salvadore T. Mulé	8333 Veterans Memorial Boulevard	Baton Rouge, LA 70807	(225) 354-1250	(225) 354-1305	smule@ci.baton-rouge.la.us
Greater New Orleans Louis A. Martinet Legal Society	Louis Douglas	2653 Iberville St.	New Orleans, LA 70119	(504) 821-5066	(504) 821-5530	doug2653@cs.com
Indigent Defense Assistance Board	Edward R. Greenlee	1010 Common Street, Suite 2710	New Orleans, LA 70112	(504) 568-8530	(504) 568-8499	egreenlee@lidab.com
Jefferson Parish Human Services Authority	Leslie Tremaine	3101 West Napoleon Ave., Suite 210	Metairie, LA 70001	(504) 838-5215	(504) 838-5218	ltremaine@jphsa.org
Jefferson Parish Juvenile Court	Judge Nancy Amato Konrad	P. O. Box 1900	Harvey, LA 70059	(504) 367-3500	(504) 367-5161	cdelger@jppc.org
Junior League of Shreveport/Bossier	Kathie D. Boyett	1835 Spring Street	Shreveport, LA 71101	(318) 226-6950	(318) 226-6942	kboyett@jcfcp.org
Juvenile Justice Project of Louisiana	Gabriella Celeste	1600 Oretha Castle Haley Blvd.	New Orleans, LA 70113	(504) 522-5437	(504) 522-5430	gceleste@jjpl.org
Louisiana Association of Child Care Agencies	Joan Diaz	P. O. Box 180	Destrehan, LA 70047	(985) 764-4034	(985) 764-0685	jtiaz@hotmail.com
Louisiana Children's Cabinet	Susie Sonnier (replaces Catherine Kitchen)	P. O. Box 94004	Baton Rouge, LA 70804-9004	(225) 342-1677	(225) 342-5326	sonniers@gov.state.la.us
Louisiana Commission on Law Enforcement	Ronald A. Rossitto	1020 Ryan Street	Lake Charles, LA 70601	(337) 437-3406	(337) 437-1906	rossitto@cpdao.org
Louisiana Council of Juvenile and Family Court Judges	Kathleen Richey	8333 Veterans Memorial Boulevard	Baton Rouge, LA 70807	(225) 354-1230	(225) 357-7876	KRICHEY@ci.baton-rouge.la.us

**JUVENILE JUSTICE ADVISORY BOARD MEMBERS**

Updated August 20, 2002

<b>Organization</b>	<b>Appointee(s):</b>	<b>Street Address</b>	<b>City, State, Zip</b>	<b>Phone</b>	<b>Fax</b>	<b>E-mail</b>
Louisiana District Attorneys Association	David W. Burton, District Attorney	36th Judicial District, P. O. Box 99	DeRidder, LA 70634-0099	(337) 463-5578	(337) 462-6925	davidb@beau.lib.la.us
Louisiana District Attorneys Association	Barron C. Burmaster, Asst DA, Deputy Chief, Juvenile Division (replaces Leigh Anne Wall, Asst. DA)	1546 Gretna Blvd.	Harvey, LA 70058	(504) 364-3714	(504) 364-3559	barronb518@aol.com
Louisiana FINS Association	Brenda Johnson (replaces Jacqueline Mims)	7887 Main Street c/o City Court of Houma	Houma, LA 70360	(985) 868-4232 ext. 223	(985) 850-4661	bjohnson@tpcg.org
Louisiana Sheriff's Association	Sheriff Jack Strain	P. O. Box 1120	Covington, LA 70434	(985) 892-8181	(985) 898-2577	stpso1@bellsouth.net
Mental Health Association in Louisiana	Yakima Black	200 Lafayette # 709	Baton Rouge, LA 70801	(225) 343-1921	(225) 343-1983	MHAL15@AOL.COM
Metropolitan Crime Commission of New Orleans, Inc.	Richard H. Brown	1440 Canal Street	New Orleans, LA 70112	(504) 524-3148	(504) 566-0658	RBROWN@METROCRIMENO.ORG
National Association of Black Social Workers	Terry J. Clay	4218 S. Rocheblave	New Orleans, LA 70125	(504) 822-4234 (504) 228-5214	(504) 529-5264	NOABSW@Netscape.Net
National Association of Social Workers	Darryl Bruno	2250 Dupard Street	Mandeville, LA 70448-3626	(985) 898-3387	(985) 898-6488	MHP@STPSB.K12.LA.US
Office of the Governor	Patrick H. Martin, V	P. O. Box 94004	Baton Rouge, LA 70804	(225) 342-0955	(225) 342-5598	martinp@gov.state.la.us
Orleans Parish Juvenile Court ( <b>Prefer to be faxed</b> )	Judge Lawrence L. Lagarde	421 Loyola Avenue	New Orleans, LA 70112	(504) 565-7329	(504) 565-7391	Llagarde@OPJC.new-orleans.la.us
Public Affairs Research Council of LA, Inc.	Jim Brandt	P. O. Box 14776	Baton Rouge, LA 70898	(225) 926-8414	(225) 926-8417	jimbrandt@la-par.org
Simon, Peragine, Smith & Redfearn, LLP	Judy Perry Martinez	1100 Poydras, 30th Floor	New Orleans, LA 70163	(504) 569-2030	(504) 569-2999	martinez@spsr-law.com
Supreme Court of Louisiana	Judge Charles L. Porter	16th Judicial District Court, 300 Iberia St., Ste. 210	New Iberia, LA 70560	(337) 369-4410	(337) 369-4456	cp16jdla@bellsouth.net
Supreme Court of Louisiana	Judge Frances M. Bouillion	Lafayette City Court, P. O. Drawer 3344	Lafayette, LA 70502-3344	(337) 291-8777	(337) 291-8756	fmbou@globalreach.net
Supreme Court of Louisiana	Judge Gary J. Dragon	Slidell City Court, P. O. Box 1094	Slidell, LA 70459	(985) 643-1274	(985) 646-2618	gdragon@slidellcitycourt.org
Supreme Court of Louisiana	Justice Bernette J. Johnson	301 Loyola Avenue	New Orleans, LA 70112	(504) 568-8062	(504) 599-1120	bjohnson@lasc.org
Urban League of Greater New Orleans, Inc.	Edith Gee Jones	P. O. Box 791720	New Orleans, LA 70179	(504) 620-2332	(504) 620-9654	ediegee@msn.com
Victims and Citizens Against Crime	Sandford Krasnoff	417 S. Broad Street	New Orleans, LA 70119	(504) 822-4877	(504) 822-3407	vcac@bellsouth.net
Volunteers For Youth Justice in Caddo	Laura Goodwin (replaces Len Ciaravella)	900 Jordan Street	Shreveport, LA 71101	(318) 425-4413	(318) 227-0208	laurag@shreve.net
You Who Coalition	Stewart T. Gordon, M.D.	9754 Chateau Drive	Baton Rouge, LA 70815	(225) 358-1063	(225) 358-1076	sgordo1@lsuhsc.edu

**EXHIBIT 4**

**STAFFING PLAN  
AND  
ORGANIZATIONAL CHART**

**DRAFT STAFFING PLAN  
JUVENILE JUSTICE COMMISSION  
AUGUST 10, 2001**

**GENERAL**

The staffing function of the Joint Legislative Juvenile Justice Commission and its Advisory Board shall be performed by four teams – a Planning Team; a Research Team; a Commission Staffing Team; and an Advisory Board Staffing Team -- as depicted in Exhibit 1 and as described below.

**PLANNING TEAM**

**1. Membership.** The Planning Team shall consist of a Team Leader selected by the Chair of the Commission, a member of the House Legislative Staff, a member of the Senate Legislative Staff, two Deputy Judicial Administrators of the Supreme Court, as assigned by the Chief Justice or Judicial Administrator of the Supreme Court, the Executive Director of the Governor's Children's Cabinet or such other representative of the Governor's Office as may be assigned, a representative of the Research Team, and such other persons as may be appointed by the Chair of the Commission.

**2. Purpose.** The purpose of the Planning Team is:

- to develop and recommend the project's goals for consideration and adoption by the Commission;
- to design and recommend a process, including a scope of work and a schedule, for consideration and adoption by the Commission;
- to design, with input from the Research Team, a schedule and scope of work to be accomplished by Research Team, in terms of the Commission's adopted goals, scope of work, and schedule;
- to manage the Research Team in terms of the Commission's adopted schedule;
- to review, organize, and package for rapid and accurate analysis and decision-making by the Advisory Board and the Commission the information developed by the Research Team; and
- to coordinate generally and, as needed, with the Research Team, the Commission Staffing Team, and the Advisory Board Staffing Team.

## THE RESEARCH TEAM

1. **Membership.** The Research Team shall consist of a Team Leader assigned by OSSRD and such researchers as may be recruited by OSSRD and assigned to the Team by LSU, SUNO, UNO, and such other university or research entities as may be approved by the Chair.

2. **Purpose.** The purpose of the Research Team is:

- to carry out or manage the scope of work developed with the Planning Team in a professional and timely manner;
- to coordinate, generally, and, as needed, with the Planning Team and the Commission and Advisory Board Staffing Teams;
- to be available upon request to explain the research to the Advisory Board and to the Commission.

## COMMISSION STAFFING TEAM

1. **Membership.** The Commission Staffing Team shall consist of a Team Leader and such legislative staff as may be appointed for this purpose by the Chair of the Commission or the Leadership of the Legislature, whichever is appropriate.

2. **Purpose.** The purpose of the Commission Staffing Team is:

- to manage the Commission 's adopted scope of work as it relates to the Commission itself and its members in a timely and professional manner;
- to prepare and communicate meeting notices and agendas, consistent with the Commission's adopted scope of work and schedule;
- to prepare or cause to be prepared and communicated the Minutes of each Commission meeting to all members in a timely manner;
- to coordinate with the Planning Team on the content of meeting agendas and on the presentations to be made to the Commission;
- to coordinate generally and as needed with the Planning Team, the Research Team, and the Advisory Board Staffing Team;
- to organize and direct the legislative proposals of the Commission to appropriate legislative staff for proper drafting;
- to organize and direct such other proposals of the Commission for consideration by the executive and legislative branches of state government, by local governments, or by the private sector.

## **ADVISORY BOARD STAFFING TEAM**

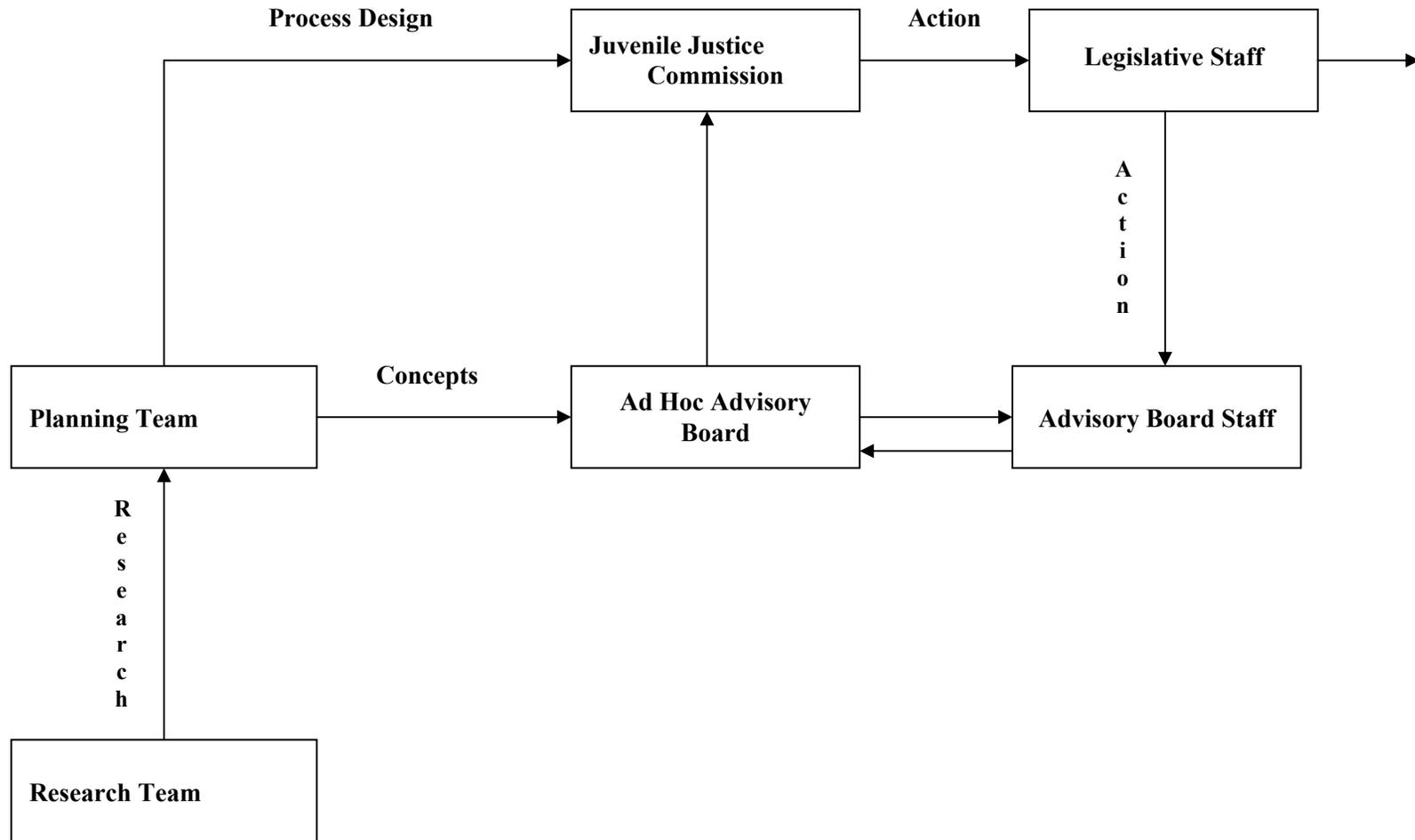
**1. Membership.** The Advisory Board Staffing Team shall consist of a Team Leader and such other staff as may be appointed for this purpose by the Chair of the Commission from volunteers loaned by the members of the Board.

**2. Purpose.** The purpose of the Advisory Board Staffing Team is:

- to manage the Commission 's adopted scope of work as it relates to the Advisory Board and its members in a timely and professional manner;
- to prepare and communicate meeting notices and agendas, consistent with the Commission's adopted scope of work and schedule;
- to prepare or cause to be prepared and communicated the Minutes of each Advisory Board meeting to all members in a timely manner;
- to coordinate with the Planning Team on the content of meeting agendas and on the presentations to be made to the Board;
- to coordinate generally and as needed with the Planning Team, the Research Team, and the Commission Staffing Team.

# EXHIBIT 1

## COMMISSION, COMMITTEE AND STAFF PROCESS



## **EXHIBIT 5**

### **STAFFING LISTS**

**Juvenile Justice Commission  
Planning Team Staff**

<p>Tony Gagliano Deputy Judicial Administrator Supreme Court of Louisiana 1555 Poydras St., Suite 1540 New Orleans, LA 70112 Office: 504-568-8249 Fax: 504-568-5687 <a href="mailto:TJG@lajao.org">mailto:TJG@lajao.org</a></p>	<p>Brenda Hodge Louisiana Senate P. O. Box 94183 Baton Rouge, LA 70804-9183 Office: 225-342-9737 Fax: 225-342-0617 <a href="mailto:hodgeb@legis.state.la.us">mailto:hodgeb@legis.state.la.us</a></p>
<p>Jerry Guillot, Chief-of-Staff Louisiana Senate P. O. Box 94183 Baton Rouge, LA 70804 Office 225-342-2040 Fax: 225-342-9784 <a href="mailto:guillotj@legis.state.la.us">mailto:guillotj@legis.state.la.us</a></p>	<p>Suzy Sonnier, Executive Director Louisiana Children's Cabinet Office of the Governor P. O. Box 94004 Baton Rouge, LA 70804 Office: 225-342-7806 Fax: 225-342-7099 <a href="mailto:sonniers@gov.state.la.us">mailto:sonniers@gov.state.la.us</a></p>
<p>Cecile Guin, Director LSU School of Social Work Office of Social Service, Research &amp; Development Office: 225-578-1014 Fax: 225-578-0428 <a href="mailto:cguin@lsu.edu">mailto:cguin@lsu.edu</a></p>	<p>Patrick H. Martin, V Office of the Governor P. O. Box 94004 Baton Rouge, LA 70804 Office: 225-342-0955 Fax: 225-342-5598 <a href="mailto:martinp@gov.state.la.us">mailto:martinp@gov.state.la.us</a></p>
<p>Karen Hallstrom Deputy Judicial Administrator for Children and Families Supreme Court of Louisiana 1555 Poydras Street, Suite 1540 New Orleans, LA 70112 Office: 504-599-0770 Fax: 504-599-0098 <a href="mailto:Khallstrom@lajao.org">mailto:Khallstrom@lajao.org</a></p>	<p>Sheila McCant Louisiana House of Representatives P. O. Box 44486 Baton Rouge, LA 70804 Office: 225-342-9795 Fax: 225-219-4380 <a href="mailto:mccants@legis.state.la.us">mailto:mccants@legis.state.la.us</a></p>
<p>Gwendolyn P. Hamilton, Secretary Department of Social Services P. O. Box 3776 755 Third Street, Room 201 Baton Rouge, LA 70821 Office: 225-342-7475 Fax: 225-342-8636 <a href="mailto:gwen.hamilton@dss.state.la.us">mailto:gwen.hamilton@dss.state.la.us</a></p>	<p>Mary Quaid, Executive Director HLS, Louisiana House of Representatives P. O. Box 44486 Baton Rouge, LA 70804 Office: 225-342-6125 Fax: 225-377-2300 <a href="mailto:quaidm@legis.state.la.us">mailto:quaidm@legis.state.la.us</a></p>



**JUVENILE JUSTICE COMMISSION**

***Research Team Members/Initial Appointments***

Dr. Russell Dawkins  
Interim Director; Criminal Justice Program  
**Southern University – Baton Rouge**  
Room 210, Higgins Hall  
Baton Rouge, LA 70813  
Phone: (225) 771-5095  
Fax: (225) 771-5675  
[rdawkins@subr.edu](mailto:rdawkins@subr.edu)

Martin B. Fortner  
Institutional Researcher  
**Southern University – New Orleans**  
6400 Press Drive  
New Orleans, LA 70126  
Phone: (504) 286 – 5244  
Fax: (504) 284 – 5413  
[mfortner@suno.edu](mailto:mfortner@suno.edu)

Donald W. North, Attorney and Erinn Thompson  
**Southern University Law Center**  
Post Office Box 9294  
Baton Rouge, LA 70813  
Phone: (225) 771 – 3333  
Fax: (225) 771 – 6296  
[dnorth@sus.edu](mailto:dnorth@sus.edu)

Ms. Doyce Scott  
Instructor and Coordinator  
Criminal Justice Administration Program  
**Southern University – Shreveport**  
3050 Martin Luther King Drive  
Shreveport, LA 71107  
Phone: (318) 674 – 3438  
Fax: (318) 674 – 3338  
[C.L.Alexander@att.net](mailto:C.L.Alexander@att.net)

Dr. Paul Frick, Ph. D.  
Professor; Director, Applied Developmental Program  
**University of New Orleans**  
Department of Psychology

Geology and Psychology Building  
Room 2001  
New Orleans, LA 70148 - 2000  
Phone: (504) 280 – 6761  
pfrick@uno.edu

Dr. Tim Stickle  
Assistant Professor  
**University of New Orleans**  
Department of Psychology  
Geology and Psychology Building  
Room 2001  
New Orleans, LA 70148 - 2000  
Phone: (504) 280 – 6761  
tstickle@uno.edu

Dr. Debra DePrato  
Director  
**LSU Health Services Center  
Juvenile Corrections Program**  
1600 Canal Street  
Suite 1200  
New Orleans, LA 70112  
Phone: (504) 568 – 4458  
Fax: (504) 568 – 4986  
[DDePra@lsuhsc.edu](mailto:DDePra@lsuhsc.edu)

Ms. Ina Hecker  
**Juvenile Corrections Program**  
1600 Canal Street, 12th Floor  
New Orleans, LA 70112  
Phone: (504) 568-6578  
ihecke@lsuhsc.edu

Dr. Stacy Moak  
**Criminal Justice Department  
University of Louisiana, Monroe**  
Stubbs Hall 211  
Monroe, LA 71209  
Phone: (318) 342-1404  
cjmoak@ulm.edu

Debra A. Campbell  
**Southern University, Baton Rouge  
Department of Sociology/Criminal Justice**  
Southern Branch Post Office  
P.O. Box 10051  
Baton Rouge, LA 70813  
[dcampbel@subr.edu](mailto:dcampbel@subr.edu)

## **EXHIBIT 6**

### **GOALS, DEFINITION OF JUVENILE JUSTICE, PROCESS AND SCOPE OF WORK**

**AUGUST 23, 2001**

**TENTATIVE GOALS OF THE JUVENILE JUSTICE COMMISSION**

- To develop, organize, maintain, and make readily accessible to decision-makers and the general public accurate, up-to-date, research on the juvenile justice system of Louisiana.
- To analyze and report on the strengths, weaknesses, opportunities and threats affecting the juvenile justice system of Louisiana;
- To analyze, assess, and report on the feasibility of developing and implementing a comprehensive strategy for juvenile justice in Louisiana; and
- To develop specific short-and long-term strategies for improving the juvenile justice system of Louisiana, especially in terms of a comprehensive strategy; and to make recommendations to the executive, legislative, and judicial branches of state government, and possibly local governments and the private sector, regarding the various strategies.

## DEFINITION OF THE JUVENILE JUSTICE SYSTEM

A juvenile justice system should be:

- ! a continuum of well-planned, coordinated, comprehensive, and accountable public and private services
- ! provided to children and families who either are or are likely to be involved with courts because of failures in the social system as manifested in:
  - ! the abuse, neglect, or abandonment of children,
  - ! the mental illness of children,
  - ! substance abuse by children,
  - ! aspects of the divorce and break-up of families,
  - ! pre-delinquent, socially irresponsible, or delinquent behavior by juveniles, or
  - ! spousal domestic abuse involving children.

**FUNCTIONS INVOLVED IN THE JUVENILE JUSTICE SYSTEM  
OF LOUISIANA**

**OCTOBER 17, 2001**

**A. Prevention Services**

Examples:     Prevent Child Abuse of Louisiana  
                  Children's Trust Fund  
                  Community-Based Prevention Programs

**B. Intake Services**

Examples:     Police Booking Services  
                  FINS  
                  Truancy Centers

**C. Assessment, Early Identification, and Early Intervention Services**

Examples:     FINS  
                  Truancy and Assessment Centers  
                  Youth Challenge Program

**D. Law Enforcement Services**

Examples:     Prevention Programs  
                  Apprehension Programs  
                  Bailiff Services  
                  Service of Process

**E. Prosecutorial Services**

Examples:     Screening  
                  District Attorney Diversion  
                  Court-Directed Diversion  
                  Prosecution

**F. Representation and Advocacy**

Examples:     Indigent Defense  
                  Mental Health Advocacy Service  
                  CASA  
                  Pro Bono Representation  
                  Private Counsel  
                  Bureau of General Counsel

## **F. Court Services**

### **(1) Diversion**

Examples: FINS  
Drug Court  
Informal Adjustment Agreements  
Alternative Dispute Resolution  
Mediation  
Family Group Counseling  
Deferred Dispositional Agreements

### **(2) Formal Processes**

Examples: Custody Hearings  
Adjudication Hearings  
Dispositional Hearings  
Review Hearings

## **G. Corrections**

Examples: Probation  
Secured Detention  
Alternative Sanctions

## **I. Treatment Services**

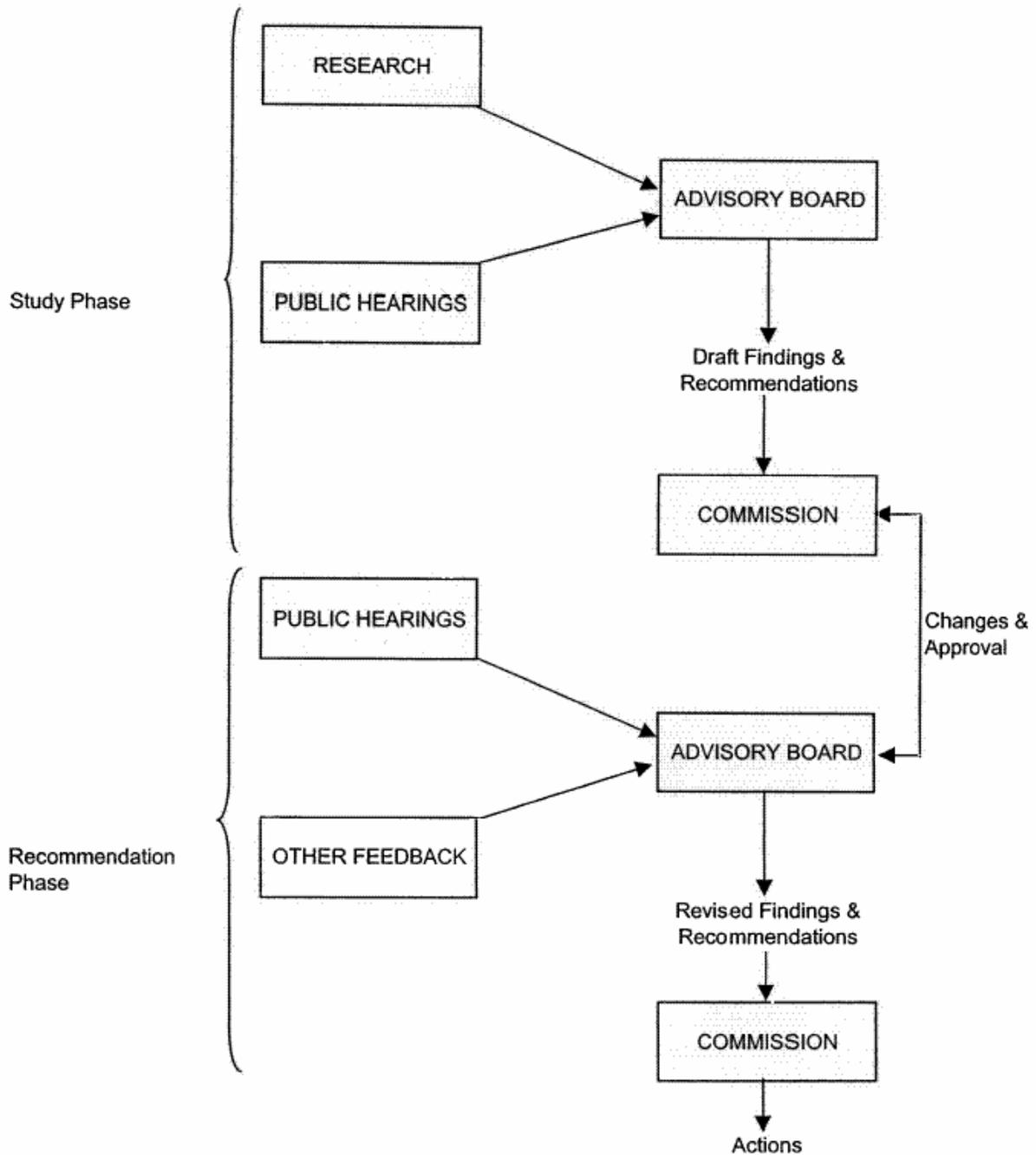
Examples: Mental Health Services  
Alcohol and Substance Abuse Services  
Medical Services  
Family Preservation Services

## **J. Educational Services**

Examples: Special Education  
School-Based Health Centers  
School Liaison Functions

# JUVENILE JUSTICE COMMISSION - GENERALIZED PROCESS

11/01/2001 Organizational Meeting of Commission and Board



02/2003 Adoption of Recommendations by Commission

**DRAFT**  
**GENERAL SCOPE OF WORK**  
**AUGUST 23, 2001**

**11/2001**

**Organizational Meeting of Commission and Board**

Welcome and Statement of Purpose

Brief Statements from:

Governor

Chief Justice

Speaker of the House

Keynote Presentations

**Business Meeting of Commission**

Actions:

Consideration of Working Definition of Juvenile Justice System

Consideration of General Scope of Work

Consideration of General Public Hearing Schedule

Consideration of Grants Solicitation and Management

Consideration of Next Meeting Date and Time

Briefing on Juvenile Justice

Completion of Initial Questionnaire

**Business Meeting of Advisory Board**

Designation of Officers

Review and Approval of Specific Scope of Work

Next Meeting Date, Time and Place

Briefing on Juvenile Justice

Completion of Initial Questionnaire

**11/2001**

**Advisory Board Retreat Meeting**

Review of Strategic Issues

Planning the Public Hearings

Identification of Local Planning Teams

Determination of Public Hearing Agenda and Process

Identification of Feedback Mechanisms

Other

**1/2002**

**Public Hearings**

Presentation on Comprehensive Strategy

Feedback

**2/2002**

**Advisory Board Meeting**

Report on Hearings

Report on Literature Search

Advisory Board Comments



- 9/2002**                    **Public Hearings**  
Presentation of Draft Vision Statement  
Presentation of Draft Summary of Analysis of Strengths,  
Weaknesses, Opportunities, and Threats  
Presentation of Draft Summary of Recommendations  
Feedback
- 9/-10/2002**                **Small Group and Individual Review Meetings (Commissioners)**  
Report on Hearings  
Review of Key Elements of Draft Analysis of Strengths,  
Weaknesses, Opportunities, and Threats  
Review of Recommendations  
Feedback
- 10/2002**                    **Advisory Board Meeting**  
Report on Hearings  
Finalization of Draft Analysis of Strengths, Weaknesses,  
Opportunities, and Threats  
Finalization of Draft Recommendations  
Advisory Board Comments
- 11/2002**                    **Commission Meeting**  
Finalization of Vision Statement  
Finalization of Analysis of Strengths, Weaknesses, Opportunities,  
and Threats  
Finalization of Recommendations  
Comments
- 2/2003**                    **Commission Meeting**  
Adoption of Vision Statement  
Adoption of Analysis of Strengths, Weaknesses, Opportunities,  
and Threats  
Adoption of Recommendations  
Comments

**EXHIBIT 7**

**ADVISORY BOARD AGENDAS, NOTICES, MINUTES  
AND KEY MEETING MATERIALS**



**LOUISIANA HOUSE OF REPRESENTATIVES**  
**House Legislative Services**  
STATE CAPITOL  
P.O. BOX 44486, CAPITOL STATION  
BATON ROUGE, LOUISIANA 70804  
(225) 342-6125

**Charlie DeWitt**  
*Speaker of the House*

**Emile "Peppi" Brunau**  
*Speaker Pro Tempore*

**Billy Montgomery**  
*Chairman, House Legislative Services Council*

**Mary F. Quid**  
*Executive Director, House Legislative Services*

**AGENDA**

**Juvenile Justice Commission's Ad Hoc Advisory Board**  
**Thursday, November 1, 2001**

- I. OPENING CEREMONIES – Joint Session**  
**House Chambers, 1:00 P.M.**
- A. Welcome by State Leaders**
1. Legislative Branch
  2. Executive Branch
  3. Chief Justice Pascal Calogero, Louisiana Supreme Court
- B. Keynote Presentations**
1. Theory of Comprehensive Strategy by Mary Fairchild, NCSL
  2. Practice of Comprehensive Strategy by Rep. Mike Lawlor, Connecticut
- II. BUSINESS MEETING – JJC Ad Hoc Advisory Board**  
**Senate Briefing Room, 3:00 P.M.**
- A. Call to Order**
- B. Roll Call**
- C. Business**
1. Organizational Matters, including Introduction of Members and Designation of Presiding Officers
  2. Review and Approval of Specific Scope of Work, as applicable
    - a. Generalized Process
    - b. Staffing Plan
    - c. Working Definition of "Juvenile Justice System"
    - d. Statement of Tentative Goals
    - e. Research Agenda
    - f. Detailed Scope of Work
    - g. Proposed Public Hearing Sites
  3. Consideration of Next Meeting Date, Time, and Place, and Staff Support and Other Assistance
  4. Completion of Survey Instrument on Principles of Comprehensive Strategy
  5. Briefing on History, Terminology, and Strategic Juvenile Justice Issues
  6. Other Business.
- D. Adjournment**

The next meeting of the Ad Hoc Advisory Board of the Juvenile Justice Commission will be held on Tuesday, November 27, 2001 at the Pennington Center, 6400 Perkins Road, in Baton Rouge.

The meeting will begin promptly at 10:00 a.m. and will probably extend to 3:00 or 3:30 p.m. Lunch will be provided at the facility at a cost per person of approximately \$10.00, unless the staff raises the funds to provide the meal free of charge.

The primary purpose of the meeting will be to make preparations for the public hearings to be conducted in January, 2002. However, the following additional items will also be addressed: (1) the staff will be available to answer questions regarding the scope of work or any of the materials presented at the organizational meeting; (2) the staff will facilitate a planning session designed to help the members identify strategic issues that ought to be addressed in the study; (3) the staff will work with the members to identify the resources available to support the Commission's work; and (4) the staff will review the questions to be included in the Situation Audit survey.

If you or your organization are capable of participating in the local site team that will plan and make all arrangements for the public hearing in your area, please bring to the meeting such other persons who would be willing to serve on the team.

Within a week, the staff will send to you a copy of the agenda, a biographical form to be completed, a map, and other materials deemed pertinent to the meeting. In the meantime, if you have any questions, please call: Tony Gagliano at 504-568-8249. Please let us know as soon as possible whether or not you can make the meeting and the number of guests, if any, you plan to bring.

I am writing to remind you that the next meeting of the Ad Hoc Advisory Board will be held on Tuesday, November 27, 2001 at the Pennington Conference Center located at 6400 Perkins Road in Baton Rouge (see enclosed maps and directions).

Enclosed also for you to complete and either fax back to us or bring to the meeting is a copy of a biographical form. If you elect to fax the form back to us, please use the following number: 504-568-5687.

The agenda and other meeting materials will be distributed to you at the Pennington Facility. Please try to arrive at the Conference Center between 9:30 and 9:45 a.m. so that that the meeting can begin on time.

Lunch and beverages will be provided at a cost of \$10.00 per person payable at the door.

Thank you once again for your participation in this very important project.

**JUVENILE JUSTICE COMMISSION  
MEETING OF THE ADVISORY BOARD  
NOVEMBER 27, 2001**

**AGENDA**

**1. Call to Order**

**2. Self-Introductions**

**3. Planning the Public Hearings**

- **Tasks and Timetable**
- **List**
- **Dates**
- **Format**
- **Other**

**4. Break**

**5. Working Lunch**

- **Question and Answer Period**
- **Review of Staffing Needs and Other Assistance**
- **Review of Situation Audit**

**6. Break**

**7. Identification of Strategic Issues**

- **Introduction**
- **Small Group Sessions**
- **Reporting Session**

**8. Adjournment**

## **SMALL GROUP MEETING INSTRUCTIONS**

### **Facilitators**

1. Follow the General Brainstorming Rules (See Attached)
2. Go around the table clockwise and let each participant have a turn to indicate an issue in one-minute or less.
3. If a participant does not wish to indicate an issue, the participant should pass, and then it is the next participant's turn to comment.
4. Allow only comments that identify one issue at a time.
5. Do not let the participants "sell" their comments. Every comment is valuable and will be recorded and kept.
6. Do not let the participants debate or disparage another participant's comments.
7. Allow a participant within the allotted time-limit to illustrate his or her comments; but, remember: "No selling!"
8. After all comments are made or fifteen minutes before the ending time, get each participant to identify his or her top five issues on the enclosed Individual Tally Sheet.
9. Tally up the results from the Individual Tally Sheet on the enclosed Group Tally Sheet and give to the recorder.

## **Recorders/Reporters**

1. Succinctly record each issue on the provided pads, assigning each issue a number, and categorize the issue in terms of one or more of the categories provided. (e.g. Number, Issue, Category). Use the abbreviations on the list of Strategic Categories to save time (e.g. Fin = Financing; Pros=Prosection, etc.)
2. Allow a participant to correct the wording of the issue but only at the end of the session.
3. Group each issue into one or more of the categories and write them onto transparencies. (For example, group all of the issues relating to finance on one transparency; the issues relating to restructuring onto another transparency; etc.).
4. Take the Group Tally Sheet and indicate the Group's top five priorities onto the transparencies by marking the priorities with an asterisk.
5. Report on the results of the brainstorming.

**JUVENILE JUSTICE COMMISSION  
AD HOC ADVISORY BOARD  
MEETING OF NOVEMBER 27, 2001**

**MINUTES**

1. **Call to Order.** The Meeting was called to order by Gwen Hamilton, the Chair of the Advisory Board.
2. **Welcome and Introductions.** Ms. Hamilton welcomed the participants, reviewed the meeting agenda, and, then, asked each member and participant to introduce themselves and their affiliations.
3. **Planning the Public Hearings.** After the introductions, Ms. Hamilton called upon Tony Gagliano to review the instructions for the local public hearing site teams and the proposed schedule of hearings. Mr. Gagliano began by referring the participants to the handout entitled "Instructions for Local Public Hearing Site Teams (see Appendix 1). He reviewed the mission statement and specific instructions in detail, answering questions from the participants as he reviewed each section of the Instructions. Upon completion of his review of the Instructions, Mr. Gagliano reviewed the public hearing schedule and site coverage as proposed by the Planning Team (see Appendix 2). Following the review of the Instructions and Schedule, a member of the House Legislative Staff made a presentation on the requirements of the public meeting law. During his presentation, a number of questions were asked and answered. Among these questions was one relating to the applicability of the public meeting law to the planning meetings of the public hearing site teams. After some internal discussion of the issue by the lawyers on the Planning Team, it was determined that the planning meetings of the public hearing site teams were not subject to the provisions of the public meeting law. Nevertheless, it was recommended that the public hearings themselves comply with all provisions of the public meeting law.

Upon resolution of the issue regarding public meetings, Mr. Gagliano asked the participants to divide themselves into groups representing the regions shown on a transparency screen and to develop preliminary plans for organizing the public hearings. In response, the participants gathered into nine groups to discuss the public hearings.

4. **Luncheon Meeting.** During the luncheon period, several items of business were discussed. Ms. Hamilton asked the participants if they had any questions regarding the Organizational Meeting or the current meeting. In response, a few questions were raised and discussed. After the brief Question and Answer Period, Ms. Karen Hallstrom led the participants in a discussion of the types of assistance needed by the Commission, ranging from staff and clerical support to research and public relations assistance. At the conclusion of the discussion of these issues, Ms. Hallstrom asked the participants to indicate on one of the presentation boards the types of assistance and support available from their respective organizations. Mr. Gagliano concluded the Luncheon Session by reviewing and eliciting feedback on the draft questions to be included in the Situation Audit Survey.

5. **Identification of Strategic Issues.** After lunch and a short break, Ms. Hamilton called the meeting to order and explained the procedures to be used in the small group sessions, the purpose of which was help the members identify and clarify some of the strategic issues potentially confronting the Commission. Three small groups were organized and assigned to separate meeting areas. An appointed facilitator led each group in a brainstorming session, the results of which were captured by an appointed recorder.

6. **Reporting Session.** After each small group had met for an hour and a half, the participants were called back into a general session, at which the results of each small group were reported. The results of the small group meetings are summarized in Appendix 3 of these Minutes.

7. **Adjournment.** Upon conclusion of the Reporting Session, there being no further business to discuss, the Chair called for a motion to adjourn the meeting. In response, a motion was made, seconded, and unanimously approved.

**APPENDIX 1**  
**JUVENILE JUSTICE COMMISSION**  
**INSTRUCTIONS FOR LOCAL PUBLIC HEARING SITE TEAMS**  
**NOVEMBER 27, 2001**

**MISSION STATEMENT**

The mission of the Local Public Hearing Site Teams is to plan and make all arrangements for the two sets of Public Hearings to be sponsored and conducted in the designated local area by the Ad Hoc Advisory Board of the Juvenile Justice Commission.

**Specific Instructions:**

1. Recruit and organize a Local Public Hearing Site Team to plan and make arrangements for the two sets of public hearings to be held in the local area.
2. Invite the Commission member(s) from your area and other legislators to be part of the Site Team. Keep the Commission member(s) and other area legislators informed of the Team's planning and get their advice on key questions such as the location of the public hearing, special invitations, etc.
3. Identify members of the Local Public Hearing Site Team to perform the following roles:

Team Leader:

- the person ultimately responsible for the planning and arrangements of the public hearing
- the primary contact person with and liaison to the Commission and the Ad Hoc Advisory Board and the Commission's Planning Team  
(See Planning Team contacts below.)
- the leader, convenor and facilitator of Local Public Hearing Site Team meetings.

Team Co-Leader:

- the chief assistant of the Team Leader
- performs the roles of the Team Leader in his/her absence
- performs such other duties as the Team Leader or the Team may require

Logistics:

- secures a suitable facility in which to conduct the public hearing as directed by the Local Public Hearing Site Team or the Team Leader

- makes all arrangements to ensure that the facility is open, clean, well-lighted, secured, acoustically prepared with adequate microphones and speakers, and heated or cooled
- ensures that all table, desk, and seating arrangements are as requested

Press Relations/Marketing:

- keeps the legislative media staff informed of its plans and activities (See names, addresses and phone numbers below.)
- meets with the editorial boards of area newspapers and other media to brief them on the Commission and the public hearings; requests them (a) to identify and report on issues affecting juvenile justice prior to each hearing; (b) to notify the public of the date, time, and place of the hearing; and (c) to report the results of the hearing.
- works with the legislative media staff to ensure that all mass media are properly briefed on and notified of the public hearings
- works with the legislative media staff to ensure that the mass media will cover and report on the public hearings
- works to ensure that notices of the public hearings are placed in key local newsletters and that letters of invitation to the hearings are sent to key stakeholder groups and individuals (e.g. judges, district attorneys, indigent defenders, private defense attorneys, clerks of court, law enforcement personnel, university leaders, faith-based groups, teacher organizations, PTA groups, youth groups, local correctional personnel, treatment providers, and others deemed appropriate by the Site Team).
- works with the area Commission member and Ad Hoc Advisory Board members to talk about the Commission and the Public Hearings on local radio and TV talk shows.
- works to place Op-Ed pieces on juvenile justice reform in local newspapers
- greets media reporters at door and introduces them to Commission and Ad Hoc Advisory Board members

Intake:

- greets participants at the entrance to the hearing room and gets all participants to fill-out a general sign-in sheet and cards requesting the opportunity to speak
- distributes and collects feedback sheets from participants
- collects unused papers and other materials left on chairs or desks
- directs participants to appropriate seating, tables, and desks.
- ensures that all requirements of the public meeting law are met.

Recordation and Minutes:

- ensures that the hearing will be properly recorded
- takes minutes of proceeding
- prepares and sends minutes to the Commission's Planning Team within one week of the hearing. (See Planning Team Contacts below).

4. Execute all tasks required for each role in a timely manner

5. Timetable:

- Week 1 - Organize Team
- Week 2 - Review Options on all Tasks
- Week 3 - Make Logistical Arrangements
- Week 4 - Complete Plans for Marketing
- Day of Hearing - Confirm All Arrangements/Execute all Remaining Tasks

6. Planning Team Contacts:

- Tony Gagliano  
Deputy Judicial Administrator  
Supreme Court of Louisiana  
1555 Poydras St., Suite 1540  
New Orleans, LA 70112  
Office: 504-568-8249  
Fax: 504-568-5687  
<mailto:TJG@lajao.org>
- Mary Quaid, Executive Director  
HLS, Louisiana House of Representatives  
P. O. Box 44486  
Baton Rouge, LA 70804  
Office: 225-342-6125  
Fax: 225-377-2300  
<mailto:quaidm@legis.state.la.us>

7. Legislative Media Staff

- Sheila McCant  
Louisiana House of Representatives  
P. O. Box 44486  
Baton Rouge, LA 70804  
Office: 225-342-9795  
Fax: 225-219-4380  
<mailto:mccants@legis.state.la.us>

- Brenda Hodge  
Louisiana Senate  
P. O. Box 94183  
Baton Rouge, LA 70804-9183  
Office: 225-342-9737  
Fax: 225-342-0617  
<mailto:hodgeb@legis.state.la.us>

8. Research Team Contact:

- Cecile Guin, Director  
LSU School of Social Work  
Office of Social Service, Research & Development  
Office: 225-578-1014  
Fax: 225-578-0428  
<mailto:cguin@lsu.edu>

**APPENDIX 2  
JUVENILE JUSTICE COMMISSION  
PUBLIC HEARING SCHEDULE  
NOVEMBER 27, 2001**

<b>DATE</b>	<b>AREA</b>	<b>PLACE</b>	<b>TIME</b>
1/17/2002	Baton Rouge		4-7 p.m.
1/22/2002	Lafayette		4-7 p.m.
1/23/2002	Lake Charles		4-7 p.m.
1/24/2002	Alexandria		4-7 p.m.
1/28/2002	Shreveport/Bossier		4-7 p.m.
1/29/2002	Monroe		4-7 p.m.
1/30/2002	Covington/Slidell		4-7 p.m.
1/31/2002	Greater New Orleans -- Jefferson Parish		4-7 p.m.
2/5/2002	Greater New Orleans -- Orleans Parish		4-7 p.m.

## **APPENDIX 3**

### **GROUP A**

1. Decrease over-reliance on incarceration due to unavailability of services.
2. Need collaboration among child service providers and pooling of resources.
3. State funding and staffing of presently offered juvenile essential services.
4. Creation of developmentally appropriate services for youth.
5. Assume rehabilitative approach to juvenile justice system.
6. Train correctional officers to work with children.
7. Better educate public about relationship between child abuse and violence.
8. Educate and train law enforcement on recognizing and working with children in the system who have “behavioral” (dual diagnosis) health needs (especially direct workers – probation and correction officers)
9. Educate public/parents on available community-based resources.
10. Improve legal advocacy/representation of youth and families in juvenile court (recruitment and training).
11. Parental sabotage of juvenile delinquency treatment.
12. City Court juvenile justice funding issue.
13. Support and funding of “halfway” houses (transitional or alternative).
14. Afro-centric cultural competent cognitive behavioral change model of treatment.
15. Options to address dysfunctional family issues.
16. Increase protective factors/early family intervention.
17. Increase alternatives for female offenders.

18. Identify educational barriers (early).
19. Cultural competency training.

## **GROUP B**

1. One state agency to handle children's issues implemented in regional and community structures and juvenile justice centers judges.
2. Expand treatment options system-wide.
3. Funding – specific revenue package from legislature
4. Vision on juvenile justice issues from which policy emerges.
5. Restructure agencies with responsibility for juvenile justice according to functions.
6. Statewide system of public defense.
7. Increase funding for all juvenile justice programs.
8. System developed in regions and communities vs in Baton Rouge (regionalize).
9. Better inter-agency and intra-agency training.
10. Communicate and info sharing with public (in general) and parents/coordination of services.
11. Clarified roles of agencies.
12. Families become partners – identify interventions.
13. Delete agency/system duplication.
14. Statewide system of juvenile justice centers – locate agencies/functions.
15. Judicial independence.
16. Develop best practices of early identification.
17. Direct early from system – early intervention (disabilities too)
18. Family centered practice (after care and prevention)
19. One state agency to handle children's issues.
20. No clear policy on how to address juvenile justice/child/family issues
21. Leads to continuum of services accountable to a vision.

22. Regional juvenile judge dedicated to juvenile and family work.
23. Understand children's code (all).
24. Increase legal education in law school.
25. Certify (for juvenile) requirements for professionals in field.
26. Educate public in general about issues.
27. Include LA bar on committee.
28. Commitment on continuum from leg.
  - Specific revenue package – early child development fund
29. Independent inspector general to oversee juvenile justice system.
30. Interns in SSW/law schools (grants funded)
31. Examine **all** laws affecting children and families
32. Expand treatment options to judges system-wide.
33. One judge/one family concept.

## GROUP C

1. Mental health services for children in community (public health, substance abuse & developmental discipline)
  - Funding
  - Collaboration
  - Training
2. Child Welfare
  - Focus on earlier ages
  - Focus on solid research-based models
3. Juvenile Probation
  - Funding
  - Training
  - Based on solid research
4. Clarification of roles of organizations
5. Mandatory commitment versus discretion
6. Local control versus centralization
  - Funding
  - Look at models that work elsewhere
7. Increase of prevention efforts
  - Risk related
8. In-Home Interventions
  - Child welfare context
  - Public health
9. Alternative Education
  - Training
  - Funding
10. Less Paperwork
  - Child Welfare – compliance issues versus prosper case oversight
11. Increase court staffing
  - Funding
12. Lack of family – focus
  - Unified family court

13. Add new staff when adding new programs
14. Lack of interface between juvenile and adult system
15. Ability to exchange information
16. Use schools to identify children in need of intervention
  - Expulsions reduced
  - Need for other measurements for schools
17. Duplication of service
  - Assessment/Evaluation
18. Comprehensive assessment
19. Revitalize ISC
  - Funding
  - Blending of resources
  - Revisit target groups
20. Mediation – across board
  - As pre adjudication tech.
21. Parenting
  - Focused on family strengths
  - Middle school education
22. Increase of female/gender specific programs
23. Cultural Competence
  - Training
  - Programming
  - DMC
24. Role of community resources
25. Detention - conditions of confinement
26. Focus on community as a vehicle for system reform
27. Decentralizing detention
28. Effective alternatives to detention
29. Evaluation of residential treatment facilities and availability
  - Funding – rate increases

30. Programming for youth as victims of abuse
31. Lack of recreation & access
32. Models for SHOs
33. Truancy
  - Zero tolerance

**JUVENILE JUSTICE COMMISSION  
ADVISORY BOARD MEETING**

**MARCH 22, 2002  
HOUSE COMMITTEE ROOM 6  
STATE CAPITAL  
10:00**



**AGENDA**

1. Call to Order
2. Approval of the Minutes of November 27, 2001
3. Results of Brainstorming Sessions on November 27, 2001
4. Report on the Public Hearings
  - (a) Attendance
  - (b) Digest of Oral Testimony
  - (c) Digest of Written Testimony
  - (d) Analysis of Survey Results
5. Review of Part 1 of Situation Audit
6. Next Meeting Dates
7. Other Business
8. Adjournment

**JUVENILE JUSTICE COMMISSION  
AD HOC ADVISORY BOARD  
MEETING OF MARCH 22, 2002**

**MINUTES**

1. **Call to Order.** The Meeting was called to order by Gwen Hamilton, the Chair of the Advisory Board.
2. **Welcome and Introductions.** Ms. Hamilton welcomed the participants, reviewed the meeting agenda, and, then asked each member and participant to introduce themselves and their affiliations.
3. **Approval of the Minutes of November 27, 2001.** After the introductions, Ms. Hamilton referred the members to the Minutes of November 27, 2001 and called for an action. Judge Konrad moved and Mr. Krasnof seconded that the Minutes be approved as presented. The members concurred in the motion unanimously.
4. **Review of the Definition of a Juvenile Justice System.** Upon approval of the Minutes, the Chair read the Commission's adopted definition of a juvenile justice system. She said she thought it important that members be reminded from time-to-time about the contents and importance of the definition.
5. **Report on the Public Hearings.** Following the review of the definition of a juvenile justice system, Ms. Hamilton called upon Tony Gagliano, a member of the Planning Team, to report on the results of the Commission's public hearings. In making his presentation, Mr. Gagliano essentially highlighted aspects of the written reports attached to these Minutes. See Volume 3, "Digest of Oral Presentations Made at the Public Hearings Held October 15 – November 14, 2002".

During the course of his presentation, several members asked questions and made comments. One member asked about the meaning of wraparound services. A member explained that wraparound services were comprehensive services specifically targeted to meet the needs of the individual child. Several members questioned the accuracy and appropriateness of a comment made at the public hearings regarding the usefulness of restorative justice techniques after sentencing and during incarceration. These members felt that that such techniques were currently being employed successfully with incarcerated youth. One member suggested that the Commission staff obtain a copy of a LAPIP evaluation of risk. Another member commented on the need to have felony sanctions for sex offenders failing to comply with the Louisiana Sex Offender Registry. The member also suggested that the Commission's staff seek information on gender-based programs from Tulane University's Domestic Violence Unit. He also asked that the staff investigate the issue of the State's two-year moratorium on the establishment of new methadone clinics. Another member asked the Chair, if it were true, that DSS had run out of money to pay lawyers and curators handling Child in Need of Care (CINC) cases. Ms. Hamilton acknowledged that it was a problem. Several members then commented on the seriousness of the

situation and suggested several strategies for getting the money restored. Ms. Hamilton said that her Department was working to resolve the problem and would report on the matter at the next meeting.

Another member brought up the issue of the potential budget cuts affecting the Department of Social Services, the Department of Public Safety and Corrections, and other departments. Another member commented on the devastating effects that any non-renewal of taxes would have on the Children's Budget and juvenile justice services.

6. **Review of Part 1 of the Situation Audit.** After the Report on the Public Hearings, Ms. Hamilton referred the members to the materials prepared by the Research Team as Part 1 of the Situation Audit. See Volume 5, "Research".

7. **Next Meeting Dates.** The next item on the Agenda was meeting dates. Mr. Gagliano recommended that the schedule be changed to allow sufficient time for the Research Team to complete its work. He said that the next meeting would be held in late June at a date and time contingent upon the completion of the Research Team's work. The members agreed with the recommendation. In the meantime, Mr. Gagliano urged each member to schedule one or more meetings with local business, civic and other groups to acquaint them with the work of the Commission and results of the public hearings. Several members agreed to do and volunteered various suggestions.

1. **Written Suggestions.** Prior to the end of the meeting, several members submitted written suggestions for inclusion with the Minutes.

9. **Adjournment.** Upon conclusion of the discussion regarding meeting dates and outreach, there being no further business to discuss, the Chair called for a motion to adjourn the meeting. In response, a motion was made, seconded, and unanimously approved.

**JUVENILE JUSTICE COMMISSION  
ADVISORY BOARD MEETING**

**JUNE 20, 2002  
HOUSE COMMITTEE ROOM 6  
STATE CAPITAL  
10:00**



**AGENDA**

1. Call to Order
2. Approval of the Minutes of March 22, 2002
3. Announcement of Assistance from the Annie E. Casey Foundation
4. Presentations of the Research Team
  - (a) Results of Literature Search
    - Best Practices
    - Summary of Juvenile Justice Reform Efforts
  - (b) Analysis of Gaps in Service
  - (c) Estimate of the Costs of the Juvenile Justice System of Louisiana
  - (d) Analysis of Inter-Agency Problems and Issues
  - (e) Other
5. Next Meeting Dates
6. Preparations for Round Two of Public Hearings
7. Other Business
8. Adjournment

**JUVENILE JUSTICE COMMISSION  
AD HOC ADVISORY BOARD  
MEETING OF JUNE 20, 2002  
HOUSE COMMITTEE ROOM 6  
STATE CAPITAL  
10:00 A.M.**

**MINUTES**

1. **Call to Order.** The meeting was called to order by Gwen Hamilton, the Chair of the Advisory Board.
2. **Welcome and Introductions.** Ms. Hamilton welcomed the participants and then asked the participants to introduce themselves and their affiliations.
3. **Approval of the Minutes of March 22, 2002.** After the welcome and introductions, Ms. Hamilton referred the members to the Minutes of March 22, 2002 and called for an action on the matter. A motion was then made, seconded, and unanimously approved to accept the Minutes as presented.
4. **Announcement of Assistance from the Annie E. Casey Foundation.** Following the approval of the Minutes of March 22, 2002, Ms. Hamilton announced that the Annie E. Casey Foundation had accepted the Juvenile Justice Commission's request for assistance. The Foundation, she said, would provide a consulting team at no cost to the state to analyze the issue of juvenile incarceration in Louisiana. She then called upon representatives of the Foundation to talk about the Foundation's role and mission and to discuss the scope of the project in Louisiana. The presentation of the representatives of the Casey Foundation is attached to these Minutes as Appendix 1.
5. **Presentations of the Research Team.** Upon conclusion of the presentation by the Casey Foundation, Ms. Hamilton called upon Cecile Guin to introduce the members of the Research Team and to present the results of the Team's efforts. The presentations of the Team are provided in Volume 5.
6. **Next Meeting Dates.** Following the presentations of the Research Team, Ms. Hamilton engaged the members in a discussion on the next meeting dates and on preparations for round two of the public hearings.
7. **Adjournment.** Upon conclusion of the above discussion, the meeting was adjourned.

# Project Kick-Off

## Louisiana Joint Juvenile



Casey Strategic Consulting Group  
The Annie E. Casey Foundation  
June 6, 2002

# Today's Agenda

- Annie E. Casey Foundation and CSCG
- Introduction of CSCG Team
- Values that Underlie Casey Work
- Analytical Framework for Engagement
- Project Tasks
- Questions and Answers

# Kick-off Meeting Goal

- Shared Understanding of Engagement
  - Assumptions and Values
  - Purpose
  - Scope
  - Data/Information Sources
  - Analysis
  - Communications Strategy

# The Annie E. Casey Foundation

- Established in 1948 by Jim Casey, one of the founders of United Parcel Service
- Mission: Foster public policies, improved human services, and community supports for vulnerable children and families
- Clear goals measured by results, performance outcomes, and return on investment

# Casey Strategic Consulting Group

- Seek states and communities that show great promise for systemic reform
- Private sector business consulting model
- Intensive, non-partisan, data-driven analysis

# CSCG Engagement Team

- Kathleen Feely, Managing Director
  - Overall guidance, direction, and quality control
  - Previously, Foundation Vice President responsible for multi-site, multi-year national initiatives
  - Former Deputy Commissioner for Planning and Program Development, New York City Department of Juvenile Justice

# CSCG Engagement Team

- Bart Lubow, Director of the Juvenile Detention Alternatives Initiative
  - Senior advisor, substantive expert
  - Former Deputy Director, New York State Division of Probation and Correctional Alternatives

# CSCG Engagement Team

- Clarice Bailey, PhD, Senior Associate
  - Day-to-day project management
  - Former Deputy Assistant Director and Executive Cabinet Manager, Oregon Department of Human Services
  - Over 20 years of teaching experience and active involvement in community service in juvenile justice

# CSCG Engagement Team

- Joseph Liu, Senior Associate
  - Day-to-day project management
  - Over 15 years of experience in private-sector strategic consulting and public policy analysis
- Marta Pernas, Associate
  - Research and analysis
  - 3 years experience with the Urban Institute

# Casey Foundation Values

- A strong family provides the most stable and nurturing force for the healthy development of children

# Casey Foundation Values

- By building strong neighborhoods and healthy communities, it will be possible to help more families build the capacity they need to nurture and provide for their children

# Casey Foundation Values

- Services to vulnerable children and families should be provided close to their homes in a family-supportive, culturally-sensitive manner

# Casey Foundation Values

- Services should be oriented toward prevention, build on strengths and provide an integrated continuum of care, rather than a number of narrowly focused services.

# Juvenile Justice Lessons Learned

- Collaboration
- Data
- Objective decision-making
- Community-based alternatives
- Case processing reforms
- Explicit focus on racial disparities
- Comprehensive approach

# Engagement Purpose

- To provide high-quality research, analysis, and strategic planning to the Commission to reduce reliance on incarceration and out-of-home care for children involved with the juvenile justice system

# Scope of Study Issues

- Incarcerated population, services, and processes
- Non-secure programs
- Probation and aftercare
- Case processing
- Children's Code
- Court practices
- Budgets
- Waivers to adult court
- Representation of juveniles

# Juvenile Justice as a Process

- Arrest
- Detention
- Delinquency petition
- Adjudication
- Custody pending disposition
- Predisposition investigation
- Disposition
- DPSC Behavior Management
- Probation and aftercare

# Decision Points

- Who are the decision makers?
- What information do they have?
- What choices are they currently making?
- What are their options?
  - What alternatives to incarceration exist?
  - How available are the alternatives?
  - Are there gaps in the spectrum of choices?

# Engagement Tasks

- Kick-off meeting
- Work plan
- Project management
- Background research
- Key stakeholder interviews

# Engagement Tasks

- Direct observation and case reviews
- Commission out-of-state site visit
- Data analysis
- Interim findings and recommendations
- Final report

# Task 1: Kick-off Meeting

- Shared Understanding of Engagement
  - Assumptions and Values
  - Purpose
  - Scope
  - Data/Information Sources
  - Analysis
  - Communications Strategy

# Task 2: Work Plan

- Specific questions to be researched
- Analytical methods
- Timelines for deliverables
- Draft to Commission
- Finalize with Commission

# Task 3: Project Management

- Bi-weekly check-in with planning team
  - Activities, assignments, and barriers
- Monthly in-person meeting
  - Interim findings and policy

# Task 4: Background Research

- Document review
- Literature search
- Best-demonstrated practices

# Task 5: Key Stakeholder Interviews

- Juvenile justice decision makers
  - District attorneys and defense bar
  - Judges
  - Corrections officers and administrators
  - Probation officers
- Children in custody/involved with juvenile justice system and their families
- Social service providers
- Advocates (Arkansas Advocates for Children)

# Task 6: Direct Observation and Case Reviews

- Informal practices and standard operating procedures
- Case reviews

# Task 7: Out-of State Site Visit

- 2 or 3 day trip
- Commission members, planning team/staff, other key Louisiana policymakers
- Frank, informal discussions with policymakers who have successfully reformed juvenile justice

# Task 8: Data Analysis

- Incarcerated Children - George Washington University study for the LA Department of Public Safety and Corrections and the US Department of Justice
- Other available data on children involved in the juvenile justice system

# Task 9: Interim Findings and Recommendations

- Draft to Commission in September
- Finalize in October
- Present findings in public hearings, if appropriate

# Task 10: Final Report

- Draft to Commission in December
- Finalize in January
- Assist in communications strategy to policymakers, the media, and the public

# Timeline of Major Mileposts and Deliverables

- June – Finalize work plan, data and document collection and analysis
- July and August – Key stakeholder interviews, direct observations
- September – Out-of-state site visit
- October – Interim findings and recommendations Report

# Timeline of Major Mileposts and Deliverables

- November – Public hearings
- December – Draft of final report
- January – Commission review of draft final report
- February – Release of final report

# Questions and Answers

**ADVISORY BOARD OF THE JUVENILE JUSTICE COMMISSION  
MEETING OF JULY 11, 2002  
OCS BATON ROUGE REGIONAL OFFICE  
ESSEN LANE**

**AGENDA**

1. Call to Order and Welcome
2. General Meeting
  - Schedule of the Day
  - Outline of Process
  - Defining the Juvenile Justice System
  - Role of Annie E. Casey Foundation  
Introduction of John Kim from Casey Foundation
  - Housekeeping Issues
    - Bathrooms
    - Luncheon Serving Room
    - Luncheon Area - Auditorium
    - Registration Desk and Luncheon Cost
  - Assignment of Members to Sub-Groups
    - Room A, Luceia LeDoux, Facilitator
    - Room B, Scott Griffith, Facilitator
    - Room C, Karen Hallstrom, Facilitator
    - Auditorium, Ruby Douglas, Facilitator
3. Sub-Group Meetings
4. Lunch
5. General Meeting
6. Advisory Board Schedule
7. Adjournment

**JUVENILE JUSTICE COMMISSION  
AD HOC ADVISORY BOARD  
MEETING OF JULY 11, 2002**

**MINUTES**

1. **Call to Order.** The Meeting was called to order by Gwen Hamilton, the Chair of the Advisory Board.
2. **Welcome and Introductions.** Ms. Hamilton welcomed the participants, reviewed the meeting agenda, and, then asked each member and participant to introduce themselves and their affiliations.
3. **Review of the Agenda.** Following the welcome and introductions, the Chair reviewed the agenda with the participants and covered several household issues relating to lunch, registration, and other matters.
4. **Outline of Process.** After the review of the agenda, the Chair outlined the process to be used in identifying and developing policy findings. This outline is summarized in Exhibit 1.
5. **Review of the Definition of a Juvenile Justice System.** The Chair then read the Commission's adopted definition of a juvenile justice system. She said she thought it important that members be reminded from time-to-time about the contents and importance of the definition.
6. **Assignment of Members and Participants to Sub-Groups.** After the review of the definition of a juvenile justice system, Ms. Hamilton assigned the members to three sub-groups to meet in Rooms A, B, and C. All non-member participants were assigned to a sub-group to meet in the auditorium. Ms. Hamilton also identified the facilitators and recorders to work in each sub-group.
7. **Sub-group Meetings.** The facilitators and recorders then lead the members and other participants to their respective sub-group rooms. Each group, led by a facilitator proceeded to identify and develop findings relating to the strengths, weaknesses, opportunities and threats affecting the juvenile justice system of Louisiana.
8. **General Meeting.** following a break for lunch, each sub-group reported on the results of their individual meetings and identified areas of consensus and opposition. During the general meeting, areas of conflict and disagreement were further identified. The results of this process are contained in Exhibit 2.

9. **Next Meeting Dates.** The next item on the Agenda was meeting dates. The Chair called upon Mr. Gagliano to identify several potential meeting dates. Mr. Gagliano reviewed the schedule with the group and several tentative decisions were reached.

10. **Adjournment.** Upon conclusion of the discussion regarding meeting dates and outreach, there being no further business to discuss, the Chair called for a motion to adjourn the meeting. In response, a motion was made, seconded, and unanimously approved.

## EXHIBIT 1

### DESCRIPTION OF PROCESS FOR THE ADVISORY BOARD MEETING OF JULY 11, 2002

The next meeting of the Advisory Board of the Juvenile Justice Commission will be held on Thursday, July 11 from 10:00 a.m. to 4:00 p.m. at the Baton Rouge Regional Offices of the Office of Community Services, Department of Social Services (see attached instructions). A light lunch will be provided to all participants at a cost of \$10 payable in cash at registration

The purpose of the meeting will be to begin identifying and developing Policy Findings to be recommended to the Commission. Policy Findings will consist of the Advisory Board's consensus of opinion on the strengths, weaknesses, opportunities, and threats affecting juvenile justice in Louisiana. In one sense, the Policy Findings represent the Advisory Board's collective vision of what's right and wrong about the system, and therefore, are a framework for guiding the development of recommendations. In another sense, the Policy Findings represent what the Advisory Board has collectively learned from the public hearings, the research presented to it, and the judgment and experience of its members.

At the morning session, the Planning Team will divide the Advisory Board members into three or four sub-groups depending on attendance. Non-members will be allowed to participate in the process either as observers at one of the sub-group meetings of the members or as participants in a non-member sub-group. Each member of each sub-group will be asked to identify in the form of bullet-type statements through brainstorming the strengths, weaknesses, opportunities and threats affecting five areas of issues, including:

- attitudinal and ideological issues
- research, planning, and evaluation issues
- restructuring and financial system issues
- prevention, education, and treatment services issues (e.g., mental health, substance, abuse, parenting, education, foster care provision. etc.)
- law and the administration of justice issues (e.g., the law, courts, FINS, drug courts, truancy centers, prosecutors, police, clerks of court, and defense attorneys.

Please note that all issues relating to probation, alternative sanctions, and incarceration will not be addressed by the Advisory Board but will be covered instead by the Casey Foundation in its comprehensive study.

As means of facilitating the morning session, we ask that each member spend some time developing bullet-type statements on the strengths, weaknesses, opportunities, and strengths affecting each issue category. Enclosed for your use in Attachment 2 are illustrative materials and forms that you may use to prompt and clarify your identification of Policy Findings.

After each member of each sub-group has had an opportunity to present his or her observations, the members will review the collective list to eliminate redundancies and to ascertain the group's level of agreement. If there is one objection to any bullet-type statement on the list, that statement will be recorded on a List of Disputed Statements. If, on the other hand, there is unanimous agreement regarding a particular bullet-type statement, that statement will be placed on a Consent List. During the morning session, each sub-group will be assisted by a facilitator and two recorders -- one recording the statements on clip-board sheets for use by each sub-group; the other onto transparencies for later reporting.

Following the morning meeting and perhaps during lunch, the recorders from each of the sub-groups will do their best to consolidate the lists from all sub-groups into one List of Disputed Statements and a single Consent List. If time does not allow the consolidation of lists to be done in this manner, the consolidation will be done ad hoc as each sub-group presents its results to the membership as a whole in the afternoon session. At the afternoon session, attempts will be made to reach agreement on each of the disputed statements. If this is not possible, attempts at reconciliation will also be made by the Planning Team throughout the months of July and August.

Following the meeting on the 11th, the Planning Team will assign one or more persons to develop the Consent List of bullet-type statements into more complete and documented statements. These statements will be distributed to each member for further review, comment, and documentation sometime before the end July. At the same time, the Planning Team will also determine if there are ways to obtain unanimity regarding the List of Disputed Statements by either writing clarifying or qualifying language, or by other means of reconciliation.

Throughout the months of July and August, the process will remain open for refinement of the Consent List of statements and for the reconciliation of views on the Disputed List.

Eventually, these Policy Findings will be supplemented by Findings of Fact, i.e., statistics on children in Louisiana, children in poverty or at risk, children in foster care, teen pregnancies, mental illness among the young, teen suicide, teen traffic accidents, teen alcohol and drug abuse, delinquency, status offenses, etc. The Findings of Fact will be prepared by the Planning and Research Teams and will be presented to the Advisory Board sometime in August for review and recommendation.

Please let us know whether or not you will be attending the meeting or whether you plan to bring guests. We need this information in order to confirm the number having lunch.

If you have any questions regarding the meeting, please call either Gwen Hamilton at (225) 342-7475 or Tony Gagliano at (504) 568-8249.

**ADVISORY BOARD OF THE JUVENILE JUSTICE COMMISSION  
MEETING OF JULY 11, 2002**

**GROUND RULES FOR PARTICIPANTS**

1. Follow general rules for brainstorming:
2. Identify a Policy Finding by making a bullet-type statement.
3. Do not "sell" your statement.
4. Do not "explain" your statement, unless asked to do so, and, if so, explain it as briefly as you can.
5. Do not "comment" on another person's statement during the morning session.
6. Do not "debate". If you disagree with a person's statement, simply object, and the statement will be placed on a List of Disputed Policy Findings.
7. Each person shall have a turn to make one statement. Do not make more than one statement on your turn.
8. If you do not have a statement to make when your turn comes up, simply pass and allow the next person to make a statement.
9. The process of brainstorming shall continue until all members have completed making statements, even if it means going into the afternoon session to do so.
10. Do not "piggy back" on another person's statement. If you wish to extend a previously given statement, simply make a new statement. We will consolidate similar statements during the afternoon session.
11. Do not move to another category until all previous categories are covered.
12. Do not make recommendations, i.e., make statements about what ought to be done. You are to develop Policy Findings, i.e., statements about what is currently right and wrong in juvenile justice and statements about opportunities and threats that might affect juvenile justice in the future. At this point in the process, we are trying to identify what we have found or learned, not what we ought to do about it.

13. Do not state Policy Findings using superlative or over-extended adjectives or adverbs (e.g. "worst", "best", "all", "most", "completely", "entirely", etc.). Instead, use more tentative and qualified adjectives and adverbs such as "many", "some", "significant", "better", etc.
14. Be ready to give your statement when your turn comes. Unnecessary pauses and delays seriously impair the process.
15. Do not reference specific prevention or treatment programs when making a finding.

## **ATTACHMENT 2**

### **FORMS FOR RECORDING YOUR OWN POLICY FINDINGS PRIOR TO THE MEETING ON JULY 11, 2002**

Please use the Digest of the Public Hearings and the Research provided to you, as well as your own knowledge and good judgment, to identify policy findings and to record them on the attached forms as indicated in the illustration. Also, please bring your completed forms to the meeting to facilitate the brainstorming session.

**EXAMPLES OF POLICY FINDINGS  
EXPRESSED IN BULLET-TYPE STATEMENTS**

**1.00 Attitudinal and Ideological Issues**

**(Issues Relating to the Attitudes, Ideology, Commitment, and Will of the People and Leaders of LA.)**

**Strengths:**

**1.1S Recognition of the Need for Reform and Restructuring of Juvenile Justice in Louisiana**

**1.2S .....**

**1.3S .....**

**Weaknesses:**

**1.1W Lack of Genuine Commitment to Put Children First**

**1.2W .....**

**1.3W .....**

**Opportunities:**

**1.1O Potential of the Governor's Children's Cabinet**

**1.2O .....**

**1.3O .....**

**Threats:**

**1.1T Indifference/Business As Usual Attitude**

**1.2T .....**

**1.3T .....**

## **1.00 Attitudinal and Ideological Issues**

**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

## **2.00 Research, Planning, and Evaluation Issues**

**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

### **3.00 Restructuring and Finance Issues**

**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

#### **4.00 Prevention, Education, and Treatment Issues**

**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

## **5.00 Issues Affecting Law and the Administration of Justice**

**Strengths:**

**Weaknesses:**

**Opportunities:**

**Threats:**

## EXHIBIT 2

ISSUE CATEGORY	ITEM NO.	POLICY FINDINGS	CONSENT (C)/ OBJECTION (O)
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### GROUP IN AUDITORIUM

#### 1.0 Attitudinal and Ideological

Strengths	1.01S	State looking at improving the system	
	1.02S	Cooperation between agencies in the state	
	1.03S	*Currently a continuum of services	O
	1.04S	State doing its job to protect the public	O
		*Disagree - state is not protecting the public	
	1.05S	Reforming current system	
	1.06S	People excited about reform	
	1.07S	*Leadership is committed (at state and local level)	O
	1.08S	People wanting to get involved	
	1.09S	Public has had opportunity to get involved	
	1.10S	Recognition that there is a juvenile justice system	
	1.11S	Services and programs are available	
	1.12S	Opportunity for non-profit involvement	
	1.13S	Recognition that JJ is everyone's responsibility	

### GROUP IN ROOM A

1.01S	Growing constituency of advocates	
1.02S	Some dedicated public defenders for juveniles	
1.03S	Concept that all hearings are dedicated to the best interest of the child	
1.04S	Protection of victims and public safety	
1.05S	Focus on rehabilitation of youth and families	
1.06S	Committed services providers	
1.07S	Consensus for change in system	
1.08S	Agencies & court personnel w/passion	
1.09S	Formation of mass for change	
1.10S	Increasing public interest in system & its impact on community	(O)(D)

### GROUP IN ROOM B

1.01S	Recognize need to reform system	C
1.02S	Good people in system	C
1.03S	System willing to change	C
1.04S	Strong level of commitment of people working in system	C
1.05S	Shift in mindset of legislature to change	C
1.06S	Shift in public opinion about rehabilitation	O
1.07S	Juvenile courts	C

1.08S	Great talent of officials in working with juveniles	C
1.09S	Judicial advocacy high	C

GROUP IN ROOM C

1.01S	Most agency personnel desire change b/c they recognize we are failing children	C
1.02S	Numerous groups in La. are motivated for change	C
1.03S	DA offices are becoming more aware of the importance of juvenile cases	C
1.04S	Judges in general	C
1.05S	Broad-based community & agency support for system reform	C
1.06S	Commitment of professionals	C
1.07S	The community realizes need for system change	C
1.08S	Willingness of some agency personnel to work together at local level	C
1.09S	Community professionals recognize benefits/needs to build/support families w/children at risk	C
1.10S	Agencies dealing w/children fell a frustration over lack of cooperation and coordination	C
1.11S	Agreement on goal of rehabilitation	O
1.12S	Spirit of volunteerism	C
1.13	Willingness of private organizations to support the juvenile just system	C

GROUP IN AUDITORIUM

Weaknesses	1.01W	Lack of coordinated vision	
	1.02W	Lack of guided philosophy promulgated by state leaders	
	1.03W	Finger pointing (shifting blame and lack of accountability)	
	1.04W	Reactive responses rather than proactive	
	1.05W	No ultimate accountability to deliver services	
	1.06W	Fragmented services	
	1.07W	Public did not trust the current system	
	1.08W	Lack of understanding/knowledge of the priorities of the juvenile system	
	1.09W	Lack of knowledge of the programs available	
	1.10W	Public apathy for defenders and advocates being stepchildren of JJ system	
	1.11W	Lack of trust within the system especially providers *Negative perception of youth *Lack of parental responsibility	O O
	1.12W	Expectation for the legal system to deal with all JJ issues	
	1.13W	Public sees JJ belongs DPSC	

GROUP IN ROOM A

Weaknesses	1.01W	Public is not up w/adw. w/ change??	
	1.02W	Legislators not up to speed and change	
	1.03W	Lack of will to change	
	1.04W	Children are often seen w/segmented problem & not as whole persons	
	1.05W	Misplaced priorities in child services???	
	1.06W	Leg. view of budget process as zero seem as new programs are added, other programs (badly needed are cut)	
	1.07W	Lack of interest on part of non custodial parents in delinquent & clinic cases	
	1.08W	Some TDB place emphasis on adults as opposed to juvenile	
	1.09W	No widespread public syspoil for reform???	
	1.10W	State agencies, ??? courts lack common vision re: welfare of children	

GROUP IN ROOM B

	1.01W	Lack of standardization and communication	C
	1.02W	Lack of trust	C
	1.03W	Apathy of citizens, legislature	C
	1.04W	Turf wars (guarding agencies)	C
	1.05W	Overbureaucration	C
	1.06W	Children aren't first	C
	1.07W	Lack of funding and ability to decide where funding should go (prioritize)	C
	1.08W	Families aren't supported	C
	1.09W	Lack of media concern and response	C
	1.10W	Poor perception of adequate funding	C
	1.11W	Little or no evaluation	C
	1.12W	Lack of communication among agencies & judicial system	C
	1.13W	Regional disparities	C
	1.14W	Lack of leadership	C
	1.15W	Lack of public reporting on gov't agencies and non-profit agencies on outcomes	C
	1.16W	Continuation of programs proven not to work	C
	1.17W	Failure to utilize strength based approaches	C

GROUP IN ROOM C

	1.01W	Lock 'em up mentality	O
	1.02W	Unwillingness to accept responsibility for some kids	C
	1.03W	Lack of communication across agency/system boundaries	C
	1.04W	No new taxes	C

1.05W	Too many turf wars among agencies	C
1.06W	Unwillingness of agencies/individuals to relinquish power	C
1.07W	Accepting lower standards	C
1.08W	Lack of prioritization for funding	C
1.09W	Racism	C
1.10W	System is too informal/casual	C
1.11W	Distrust of motivation of other system participants	C
1.12W	Lack of zealousness on the part of attys for children	C
1.13W	Failure to recognize need for specialized training	C
1.14W	Labeling	C
1.15W	Resistance to tech	C
1.16W	Frustration	C
1.17W	Not making outcome based planning a priority	O
118W	Resistance to frequent/consistent program analysis	C
119W	"Kids are just BAD"	C
120W	Burn-out/Fatigue	C
121W	Anger	C
122W	"Parents are just Bad"	C
123W	Lack of real commitment to put children first	C
124W	Lack of belief in rehabilitation	C

#### GROUP IN AUDITORIUM

Opportunities	1.01O	Better Education
	1.02O	Redefining a continuum of JJ system (integration of multi-systematic approaches)
	1.03O	After school and extracurricular activities
	1.04O	Bridging together various JJ agencies
	1.04O	Recognizing the need to increase funding of prevention and intervention
	1.05O	An opportunity to increase training for those working with youth
	1.06O	An opportunity to increase publicity
	1.07O	Focus on what is needed now
	1.08O	Accessibility, expansion, enhancement of JJ services in communities
	1.09O	Putting children first
	1.10O	Opportunity to examine risk factors (creation of cause contributed to youth delinquency)
	1.11O	Recognizing that incarcerated youth will return to the community
	1.12O	Recognize that incarceration is not always a solution for delinquency

GROUP IN ROOM A

- 1.01O Greater opportunity for transitional services for incarcerated juvenile
- 1.02O Broad range of adequate tools for judges & P.O. others to use in making prob. a meaningful experience
- 1.03O Active involvement of juvenile judges w/passage of resolutions
- 1.04O More communication & interfacing with people in system
- 1.05O Opportunity to use science to back up ideology for change
- 1.06O Parent accountability
- 1.07O Governor's race
- 1.08O Begin public awareness/support campaign
- 1.09O Awareness among legislator
- 1.10O Encourage TDB specializing in juvenile court

GROUP IN ROOM B

- 1.01O Juvenile justice commission C
- 1.02O Can develop a statement of needs C
- 1.03O Reforming the system C
- 1.04O To remove some juvenile matters from the Dept. of Corrections O
- 1.05O To see big picture-how kids come into system & progress C
- 1.06O Public promotion of policies and what should be done C
- 1.07O To provide for a continuum prevention to return to community C
- 1.08O Reduce attitude of barriers C
- 1.09O Statewide funding C
- 1.10O Learn about best practices C
- 1.11O Educate public about issues C
- 1.12O Agencies to become more flexible and collaborative C

GROUP IN ROOM C

- 1.01O The only direction is up C
- 1.02O First rather than last C
- 1.03O Confrontation with need for change may result in change C
- 1.04O Beginning acceptance of family-based decision making C
- 1.05O Growing acceptance of community-based programs O
- 1.06O Realization that the system is right for a change C

GROUP IN AUDITORIUM

- Threats 1.01T Communities will be harmed by inaction
- 1.02T Lack of legislative understanding
- 1.03T Lack of legislative follow through

- 1.04T Barrier to rehabilitation is youth disillusionment with JJ system
- 1.05T Failure to involve communities in rehabilitation process of juvenile
- 1.06T Further loss of more youth and losses within communities
- 1.07T Continued moral decline if no action
- 1.08T Not recognizing the social economic aspect impact of youth crime
- 1.09T Implementation on a fast pace (need to take time to make real impact)

GROUP IN ROOM A

- 1.01T Failure to ensure accountability w/youth, families, & system rep.
- 1.02T Same old same old
- 1.03T Old habits, die hard
- 1.04T Lack of awareness of leg.
- 1.05T Failure to engage public while trying to reform & trying to engage leg & others
- 1.06T Fail to support reform w/ suff. & info
- 1.07T Racism
- 1.08T Public misinformation re: need to treat juveniles different then adults
- 1.09T Failure to rehab. 1st. offenders while incarcerated or on probation
- 1.10T Lack of financial commitment by legislators

GROUP IN ROOM B

- 1.01T Competition for funding C
- 1.02T Weaknesses as threats C
- 1.03T To continue as is C
- 1.04T Public attitude toward gov't funding C
- 1.05T Recommendations of commission fail to be carried out C
- 1.06T Economy C

GROUP IN ROOM C

- 1.01T We don't have enough money C
- 1.02T "Kids can't be reformed" C
- 1.03T Defeatist attitude among movers & shakers C
- 1.04T Fear by some that change = soft on crime C
- 1.05T Persistent attitude that bad kids (bad behavior) should be punished O
- 1.06T Slow economy will impact negatively attitudes about rehab C
- 1.07T Change leads to immediate results C

## 2.0 Research, Planning, and Evaluation

### GROUP IN AUDITORIUM

Strengths	2.01S	Availability of national research	
	2.02S	Local researchers are invested in the JJ system	
	2.03S	More key leadership involved in planning	
	2.04S	*Current high level of accountability	O
	2.05S	JJ Commission	
	2.06S	Some agencies sharing and exchanging info	
	2.07S	Increased pressure for outcome based strategies	

### GROUP IN ROOM A

	2.01S	Existence of La. specific data & report	
	2.02S	Have number of capable social science experts	
	2.03S	Existence of statewide database	
	2.04S	Monitoring frequent status conferences	

### GROUP IN ROOM B

	2.01S	Universities willing to assist in research	C
	2.02S	Tons of data available	C
	2.03S	Research will help identify problems	C
	2.04S	Interested models	C
	2.05S	Participation by governors staff, legislature, and supreme court staff	C
	2.06S	Participation shows coordination is necessary	C
	2.07S	Management information systems	C
	2.08S	Technology available and labor pool full	C
	2.09S	Begun efforts to make data available in easy to read form	C
	2.10S	Outside consultants willing to contribute	C
	2.11S	Identify outcomes based on all info available	C
	2.12S	Different disciplines professions and dedication	C

### GROUP IN ROOM C

	2.01S	Effective Public hearing process	C
	2.02S	Interest in research	C
	2.03S	Some agencies have ability to collect data	C
	2.04S	Casey Opportunity	C
	2.05S	Some agency willingness to share data	C
	2.06S	General knowledge base of what works	O
	2.07S	Recognition of need for technology & research	C

GROUP IN IAUDITORIUM

Weaknesses	2.01W	Lack of coordinating research sharing	
	2.02W	Lack of unified management information system	
	2.03W	*No true independent audit of program and agencies	O
	2.04W	Lack of interagency planning of major state agencies	
	2.05W	*Legislative attitudes to outside research and studies	O
	2.06W	System do not talk to each other to exchange info	
	2.07W	Lack of long range planning	
	2.06W	Crisis planning (Lack of comprehensive planning)	

GROUP IN ROOM A

	2.01W	Lack integration of statewide database	
	2.02W	Failure to respond to evaluations that have been done	
	2.03W	Completed studies that are dead ended before evaluation	
	2.04W	Lack of comprehensive uniform data collection big count personnel/ official	
	2.05W	Misleading use of some statistics	
	2.06W	Incomplete statistics	
	2.07W	Hard to do research w/incarcerated youth	
	2.08W	Failure to have multi-disciplinary collaboration	

GROUP IN ROOM B

	2.01W	Lack of coordination	C
	2.02W	Lack of relying on research/trusting other systems	C
	2.03W	Implementing research/info shared/outcomes incomplete	C
	2.04W	Lack of technology infrastructure	C
	2.05W	Fail to truly evaluate	C
	2.06W	Lack of having commission to oversee entire system	C
	2.07W	Fail to get input from all stakeholders	C
	2.08W	Fail to educate community of strengths	C
	2.09W	Lack of accountability	C
	2.10W	Garbage in-garbage out (research design)	C
	2.11W	Failure to communicate research effectively to policymakers	C

GROUP IN ROOM C

	2.01W	Lack of use of technology throughout system	C
	2.02W	Lack of a state-wide integrated case management. system for the courts	C
	2.03W	Lack of state-wide infrastructure to support research	C
	2.04W	Fragmentation & duplication	C
	2.05W	Fed/State regulations that inhibit information sharing	O
	2.06W	Too much duplication of research	C

2.07W	Reluctance to submit data	C
2.08W	Failure to utilize existing and excessive assessments	C
2.09W	Reluctance to accept data for the possibility of positive change	C
2.10W	Lot of planning & strategies w/out implementation	C
2.11W	Refusal to be accountable	C
2.12W	Overlooking available data/resources	C
2.13W	Lack of sophistication	C
2.14W	Lack of investment in comprehensive research	C
2.15W	Reluctance for program evaluation	C

GROUP IN AUDITORIUM

Opportunities	2.01O	Good models to use
	2.02O	Transfer research to practice
	2.03O	Building on successful local models
	2.04O	LA as a possible model for the country
	2.05O	Opportunities for studies and research
	2.06O	Opportunities to use federal funds for research
	2.07O	Institute continuing quality programs using research
	2.08O	Monitoring system to increase program effectiveness

GROUP IN ROOM A

2.01O	Step of adv. com. w/ Casey foundation
2.02O	Use states resources
2.03O	Researchers interface w/practitioners
2.04O	Availability of national research
2.05O	Overcome concerns about confidentiality among those involved in system (inc. legislation if necessary)
2.06O	Demand from fed. agencies & other funders for evaluation results
2.07O	Availability of recent audit
2.08O	Existence of research materials as opportunity to inform wider group of people
2.09O	Improvement of data gathering re: domestic violence perpetrators

GROUP IN ROOM B

2.01O	Increase level of communication	C
2.02O	Require data sharing	C
2.03O	Development of system to be used by all (standardized data elements)	C
2.04O	Standardized evaluation	C
2.05O	Learn what others have done	C
2.06O	Better educate public on program and funding	C
2.07O	Monitor, evaluate and return results of commission	C
2.08O	Use info as marketing tool	C

2.09O	Raises expectations = better outcomes	C
2.10O	Commission to study effectiveness/local planning board	C
2.11O	To improve university system curriculum re: juvenile justice	C

#### GROUP IN ROOM C

2.01O	Technology leads to opportunity to collect & utilize	C
2.02O	Three universities w/strong resources for research in this area	C
2.03O	Public-Private collaboration	C
2.04O	Key legislators' interest in research	C
2.05O	Fed Grant Opportunities	O
2.05O	Leadership in exec. & judicial branches supporting research and improved technology	C

#### GROUP IN AUDITORIUM

Threats	2.01T	Bad data	
	2.02T	Poor research design	
	2.03T	Ignoring opportunity	
	2.04T	Reinventing the wheel	
	2.05T	Staying where we are	
	2.06T	Outside party research	
	2.07T	Misuse of data, misinterpretation of data and research design	

#### GROUP IN ROOM A

2.01T	Research shows we should do it differently, it would cost more initially & won't be priority	
2.02T	Conflicting data provides a threat of not addressing issues	
2.03T	Failure to integrate system	
2.04T	Agencies from that research evaluation will make them look bad	
2.05T	Failure to adopt mandatory reporting making statistics meaningless	
2.06T	Desire for control will short circuit any reform	

#### GROUP IN ROOM B

2.01T	Public attitude toward research (stats lie)	C
2.02T	Lack of information flow	C
2.03T	Researchers not wanting to share	O
2.04T	No connectivity between research/evaluation that includes public education system	C
2.05T	Not enough personnel to process information	C
2.06T	Nothing will change	C
2.07T	Image damage/not wanting information publicized	C
2.08T	Continual lack of educating public on what is going on	C
2.09T	Lack of measurable outcomes	C

GROUP IN ROOM C

2.01T	Use of research to promote individual's agenda or ideology	C
2.02T	Too much money spent on research	C
2.03T	Mismanagement of info systems lead to invasion of privacy	O
2.04T	Ignoring Research	C
2.05T	Fear of shifting of money b/t programs based on research	C
2.06T	De-humanizing individuals	C

**3.0 Restructuring and Finance**

GROUP IN AUDITORIUM

Strengths	3.01S	Investments in services for youth in secure care	
	3.02S	Flexibility to move funds within a department	
	3.03S	Growth of private and federal funds	
	3.04S	Ability to draw down federal funds for residential services	
	3.05S	Restructuring of services provided to youth	
	3.06S	Restructuring spirit of agency collaboration	
	3.07S	Individuals working within system are working for a change in the JJ system	

GROUP IN ROOM A

3.01S	Existing system of funding IDB could be on statewide bases	(D)(O)
3.02S	Something is better than nothing	
3.03S	\$119 millions in current budget for youth corrections	(D)(O)
3.04S	Have Casey and other foundation for grants	
3.05S	Federal funding available	

GROUP IN ROOM B

3.01S	Potential to reduce barriers for finances/restructuring	C
3.02S	Maximize resources available through coordination and reduce redundancies	C
3.03S	Existence of children's cabinet and budget	C
3.04S	Existence of juvenile justice commission	C
3.05S	Criminal justice coordinating council	C
3.06S	Present ability of commission to properly educate 12 legislators that make up commission	C
3.07S	Discussion of reorganization and refinancing	C

GROUP IN ROOM C

3.01S	Access to Fed Funds	C
3.02S	Recognition of need for restructuring	C
3.03S	Ability to restructure state plans w/regard to financing options	C
3.04S	Fed funds for collaborative efforts	C
3.05S	Supreme Court taking lead in getting financing for certain programs	O

GROUP IN AUDITORIUM

Weaknesses	3.01W	*Too much money going toward secure facilities	O
	3.02W	Not enough resources for community based services	
	3.03W	*Resources spent on locking up non-violent offenders	O
	3.04W	Lack of resources on local level (i.e. FINS. diversion)	
	3.05W	Lack of earmarked funds for juvenile defense	
	3.06W	There is limited interagency sharing of resources for common issues relative to JJ problems	
	3.07W	Lack of reasonable caseload for POs, not allowing for family focus approach	
	3.08W	Lack of funding toward training for all people working with juveniles	
	3.09W	Turf wars	
	3.10W	Decision making for funding and programming often reactive (doesn't look at existing programs/infrastructure)	
	3.11W	Lack of economic development of state	
	3.12W	Inadequate funding in the juvenile justice system for prosecutors	

GROUP IN ROOM A

3.01W	So many demands on current resources that adding to demands would be difficult
3.02W	Lack of system input in budgeting process
3.03W	Not enough shared responsibility between agencies in budgeting process (OMH,OPH,DOE,ISSS,DPSC)
3.04W	Contracted services providers need ways to finance unfunded mandates (i.e. min. wages increases)
3.05W	Misplaced budget priorities w/ existing departments
3.06W	Insufficient options for judges or inadequate funding for existing options
3.07W	Absence of funding designated for juvenile defense
3.08W	Funding youth services through many agencies creates multiples problems
3.09W	State funding of local juvenile justice projects have state budget

GROUP IN ROOM B

3.01W	Lack of consistent coordinated effort to bring pressure on elected officials	C
3.02W	Inflexibility of departments	C
3.03W	Territorial war for funding	C
3.04W	Staying in lanes	C
3.05W	Inflexibility of departments due to lack of leadership	O
3.06W	Regional disparity in funding	C
3.07W	Improving district-not focusing on improving system	C
3.08W	Over-reliance on grants	C
3.09W	Lack of coordination at federal level state doesn't have impact lack of state general funding flexibility	C
3.10W	Accountability and credibility issues	C

GROUP IN ROOM C

3.01W	General resistance to restructure	C
3.02W	Lack of adequate funds	C
3.03W	Funding stream limitations	C
3.04W	Legislators' refusal to consider new taxes	O
3.05W	Lip service by Legis. & Exec. branch to fund system	O
3.06W	Unwillingness by some participants to give up their piece of the pie	C
3.07W	Fragmentation	
3.08W	Resistance of pooling of funding	C
3.09W	"Spoiling of Public" during oil boom years	C
3.10W	State Agency responsibilities exceed resources/funding	O
3.11W	Attitude "if feds don't pay, we don't do it"	C
3.12W	Constitutionally dedicated taxes	C
3.13W	Resistance to fiscal accountability	C
3.14W	Low amt. of state match for available fed. \$	C
3.15W	Duplication = waste	C

GROUP IN AUDITORIUM

Opportunities 3.01O	Using prevention programs (i.e. FINS) through adequate funding for programs that work that could have more of an impact	
3.02O	Direct dollars to courts to handle juvenile matters	
3.03O	Increase budget for legal representation of parents/children by OCS	
3.04O	*To restructure and redevelop juvenile court system	O
3.05O	Fund regionalized system of services	
3.06O	Reduce bureaucracy	
3.07O	Look at and avoid redundancy (duplication of services)	

GROUP IN ROOM A

- 3.01O State funding footers effective planning
- 3.02O Requiring evaluations for cost-effect programs
- 3.03O Clarifying mission of mental health clinics to include service to courts
- 3.04O Increase funding for transitional services
- 3.05O Growing number of states reforming juvenile justice provides road maps and pressure for reform
- 3.06O Growing costs of corrections coupled w/poor outcomes creates opportunity for reform????
- 3.07O Dedicate funds specifically for juvenile justice
- 3.08O Can learn from other state reforms

GROUP IN ROOM B

- 3.01O Ability to educate public (e-mail, newsletters, etc) C
- 3.02O Funding follows needs of child C
- 3.03O Accountability for all funding C
- 3.04O Sharing success stories C
- 3.05O Financing travel between different agencies C
- 3.06O Statewide funding of courts, DA's & sheriffs C
- 3.07O More bang for buck C
- 3.08O To learn how others have reorganized gov't C

GROUP IN ROOM C

- 3.01O Broad-based recognition of need to restructure C
- 3.02O Restructuring for "cost efficiency" C
- 3.03O Restructuring for reducing fragmentation C
- 3.04O Opportunities for agency collaboration to receive fed. funds for services C
- 3.05O Public-Private collaboration indicated by trends C

GROUP IN AUDITORIUM

- Threats 3.01T \*Financial reliance on juvenile waiver of counsel? O
- 3.02T Continued reduction of community based services
- 3.03T Continued limited funds with multiple priorities
- 3.04T FINS funds threatened by truancy center
- 3.05T Not looking at what we have before we develop and fund new programs

## GROUP IN ROOM A

3.01T	Distrust between states agencies & local youth services agencies??
3.02T	Turf concerns - not greater concerns
3.03T	Too quick acceptance of other states reforms
3.04T	Lack of will to spend differently & collaboratively
3.05T	New system w/o financial commitment will make things worse
3.06T	Over-reliance on incarceration limits opportunities for critical juvenile justice
3.07T	If leg. begin cutting budget DOC w/o meaningful will-funded alternatives to incarceration
3.08T	Threat of losing viable residential providers if we don't increase budget
3.09T	Unfunded mandates
3.10T	Continued unwillingness to reform tax structure will continue to limit options

## GROUP IN ROOM B

3.01T	Create greater turf wars	C
3.02T	Change	C
3.03T	Fear of loss of jobs (governmental and non-governmental)	C
3.04T	Loss of power - fear of loss of power	C
3.05T	Fear of exposure	C
3.06T	Entrenchment of ideas	C
3.07T	Local politics	C
3.08T	Label objection to obstructionist	C

## GROUP IN ROOM C

3.01T	Inertia	C
3.02T	Transitional funding during reform	C
3.03T	Self-preservation of individuals /agencies	O
3.04T	Supplanting state funding w/federal	C
3.05T	Exposure to budget cuts	C

## 4.0 Prevention, Education, and Treatment Services

### GROUP IN AUDITORIUM

Strengths	4.01S	Implementation of juvenile drug courts
	4.02S	Recognition that prevention and intervention is a family issue (i.e. FINS)
	4.02S	Have programs that work
	4.03S	Community organizing is combating apathy

- and promoting prevention
- 4.04S Public education system being reformed
- 4.05S Effort to develop statewide comprehensive prevention plan
- 4.06S Effort to shift funding toward research-based prevention initiatives
- 4.07S Current mental health advocacy models
- 4.08S Moving toward a stronger reintegration system for youth

GROUP IN ROOM A

- 4.01S Excellence prevention & education programs to be used as models and replicated
- 4.02S Prevention equal success & prevention treatment & education work
- 4.03S Services providers are willing to serve state in this area
- 4.04S Existence of network of child care agencies that can serve as resources
- 4.05S Local community organizing efforts
- 4.06S Educating leg & policy makers re: need for prevention
- 4.07S Good support from school boards ( some)

GROUP IN ROOM B

- 4.01S Have alternative programs C
- 4.02S Well trained staff C
- 4.03S Realization importance of prevention C
- 4.04S Know we don't have enough prevention programs C
- 4.05S Dedication of persons working in juvenile justice C
- 4.06S Dedicated personnel C
- 4.07S Understanding of dynamics of individual families C
- 4.08S More information available about what works C
- 4.09S Judicial advocacy C
- 4.10S Increase advocacy C
- 4.11S Momentum-commission to alternative programs C
- 4.12S Local planners given authority C

GROUP IN ROOM C

- 4.01S Special ed. law is effective O
- 4.02S Emphasis on improving education C
- 4.03S Prioritization of early intervention by Children's Cab. C
- 4.04S JAIBG Programming C
- 4.05S Avail. of programs for MI/MR kids C
- 4.06S Home visitation programs C
- 4.07S Family focus C
- 4.08S ASFA O
- 4.09S Some avail. of housing for parents/children w/disabilities C

4.10S Some avail. of cutting edge series for children & families C

GROUP IN AUDITORIUM

Weaknesses	4.01W	Lack of meaningful after school programs for youth	
	4.02W	Lack of long-term treatment for juvenile sexual perpetrators	
	4.03W	Lack of substance abuse treatment for juveniles	
	4.04W	*FINS is consuming agencies?	O
	4.05W	Lack of juvenile forensic facilities	
	4.06W	DHH inability to handle seriously mentally ill youth that end up in JJ system/OCS)	
	4.07W	*Lack of equal education?	O
	4.08W	*Lack of opportunity in public schools?	O
	4.09W	Lack of residential non-secure options	
	4.10W	Lack of community-based alternatives (group homes with multi treatment approach specifically geared toward juvenile)	
	4.11W	Lack of interventions	
	4.12W	*No true diversion option that doesn't involve legal system?	O
	4.13W	*Insufficient treatment options for violent and non-violent offenders	
	4.14W	Lack of assessment centers (immediate front-end options)	
	4.15W	School systems handling behavioral problems by turning to law enforcement first	
	4.16W	Inadequate prevention programming to target population effectively	
	4.17W	Lack of treatment options relative to urban versus rural settings	

GROUP IN ROOM A

	4.01W	Turf battles w/states agencies & local social agencies	
	4.02W	Prevention educations expensive on front end but are effective in long run & electorate & leg. must be patient	
	4.03W	Limit opp. for service providers input	
	4.04W	Better use of diversion programs	
	4.05W	State funded localized counseling services (inadequate) & a special absence of long term, intensive substances abuse	
	4.06W	Prevention in education is not priority in juvenile justice in La.	
	4.07W	Inability of present system to instill confidence in the benefit of juvenile justice	
	4.08W	Weak link between education system & rest of system	
	4.09W	Effective community base programs often fail or close due to inadequate funding	

GROUP IN ROOM B

4.01W	Failure of state to local commission develop programs and fund	O
4.02W	Regional disparities	C
4.03W	Failure to recognize problems start early in children	O
4.04W	System continues to treat children in isolation from family	C
4.05W	Barriers to access to services	C
4.06W	Lack of funding/slots	C
4.07W	Lack of meaningful intervention and prevention	C
4.08W	Lack of integration between programs outside school system and social services	C
4.09W	Lack of communication	C
4.10W	Children's issues not properly addressed by public/media	C
4.11W	No continuum of services	C
4.12W	Lack of treatment programs for children and families	C
4.13W	Lack of transition programs	C
4.14W	Lack of transitioning with agencies	C
4.15W	Prevention services not a priority	C
4.16W	Lack of treatment programs for victims of sexual abuse	C
4.17W	Lack of treatment programs for children whose parents are in prison	C
4.18W	Lack of treatment programs for children whose parents are substance abusers	C

GROUP IN ROOM C

4.01W	Insufficient avail. of services for parents & children to keep families together	C
4.02W	Significant disparities in avail. of services across state	C
4.03W	Lack of transportation to services	C
4.04W	Lack of community based services	C
4.05W	Not enough mental health services	C
4.06W	Fragmentation	C
4.07	Lack of training	C
4.08W	Lack of funding for non-court ordered services	C
4.10W	Lack of a directory of resources	C
4.11W	Zero Tolerance - One strike, You're Out!	O
4.12W	Lack of culturally services	C
4.13W	Lack of continuum of services	C
4.14W	Lack of mentors/advocates	C
4.15W	Inter-agency service coordination is weak	C
4.16W	Lack of accountability	C
4.17W	Duplication of evaluations resulting in waste	C
4.18W	Incompetence of some individuals	C
4.19W	Lack of professional training	C

4.20W	Shortage of professionals specializing in children (especially, child psychiatry)	C
4.21W	Inability of system to triggering preventive services for children	O

GROUP IN AUDITORIUM

Opportunities 4.01O	Acknowledgement that prevention/intervention should be priority may increase funding and programming	
4.02O	*To fund treatment based on its own merit and need, not based on cost merit	O
4.03O	Giving judges sentencing options	
4.04O	Ability to build on programs that work	
4.05O	More effective case management for treatment options	
4.06O	New programs can be developed with treatment standing on its own merits and building on treatment that works	
4.07O	Educating communities on children's legal rights and consequences	
4.08O	Looking at different funding opportunities for treatment	

GROUP IN ROOM A

4.01O	Better appreciation of all agencies of all roles in process	
4.02O	Spend our money in a way that follows brain circumference the growth chart of children will fix problem	
4.03O	State depts to use media to market services & needs	
4.04O	Expanding strength & asset-based interventions for children & families	
4.05O	Encourage leg. to expand counseling & treatment service in state	
4.06O	Improve initial evaluation & assessment of child's need	
4.07O	Use increasing evidence documenting the cost effectiveness of prevention to sell prevention	
4.08O	Research has already identified best practices - just implement	
4.09O	Leg. to some degree, is looking at performance funding making it possible for research based programs to grow	

GROUP IN ROOM B

4.01O	Increased access to services	C
4.02O	Improve school systems	C
4.03O	Public awareness	C
4.04O	View other prevention, education treatment service models in other states	C
4.05O	Increase interagency cooperation	C
4.06O	Reduce duplication and address gaps within government and outside	C
4.07O	Include families and children	C

4.08O	Databases to be used for improvement	C
4.09O	Redefine confidentiality rules	O
4.10O	Fund ISC - Replicate process-improve process	C
4.11O	Flexibility of funds	C
4.12O	To provide proper treatment	C

#### GROUP IN ROOM C

4.01O	Begging collaborative efforts DSS, DV, & Sub abuse	C
4.02O	Ongoing development of continuum of services	
4.03O	Opportunity- community based efforts, between individual volunteers, faith organizations, etc.	C
4.04O	Opportunity to redirect service delivery from institution based to community based	C

#### GROUP IN AUDITORIUM

Threats	4.01T	Ignore treatment as alternative to incarceration	
	4.02T	Ignore best practices in prevention	
	4.03T	Programs can be deleted if there is a lack of funding	
	4.04T	Barriers if lack of state and community collaboration is not achieved?	

#### GROUP IN ROOM A

4.01T	Unfunded regulations bankrupting providers	
4.02T	Success threatens continues need for some state agencies	
4.03T	Unwillingness to fund prevention & education program	
4.04T	Continues high rate of poverty single	
4.05T	Waiting until a child is in dire circumstances to attempt to treat	

#### GROUP IN ROOM B

4.01T	Inability of bureaucracies to move (inflexibility)	C
4.02T	Lack of communication of heads on down	C
4.03T	Reluctance of public to spend money today for future outcomes	O
4.04T	Lack of funding	C
4.05T	Approach will not be comprehensive	C
4.06T	Inability to increase cooperation between constitution and statutory barriers	C
4.07T	Perception that money going to secure confinement	O
4.08T	Lack of flexibility intra and interagency regarding roles	C
4.09T	Status quo	C
4.10T	Agencies won't reveal	C

GROUP IN ROOM C

4.01T	Inertia	C
4.02T	Funding vulnerability of prevention programs	C
4.03T	Agencies fearing loss of turf control	C
4.04T	Fear that providers of treatment & previous programs won't be able to document effectiveness	C
4.05T	Lack of commitment to long-term approach	C
4.06T	Specializations lost due to collaboration	C

**5.0 Law and the Administration of Justice**

GROUP IN AUDITORIUM

Strengths	5.01S	Children's Code	
	5.01S	Family Courts (children involved in various cases are in same court)	
	5.02S	Full-time juvenile defenders	
	5.03S	Some judges have exclusive juvenile jurisdiction	
	5.04S	Increase in pre-adjudicated options	
	5.05S	CASA staff	
	5.06S	Representation based in community	
	5.07S	Drug Courts	

GROUP IN ROOM A

5.01S	Existence of informal adjustment program	
5.02S	Existence of IDB	
5.03S	Juvenile code	
5.04S	Children code	
5.05S	Interested D.A.	(D)(O)
5.06S	Mental health advocacy service	
5.07S	People who work in system	

GROUP IN ROOM B

5.01S	Louisiana children's code	C
5.02S	Data collected around success of truancy centers and drug courts	C
5.03S	Different professional associations	C
5.04S	Dedicated and experienced personnel	C
5.05S	Know where children are by tracking	C
5.06S	Better communication between court and agencies	C
5.07S	Non-profit organizations that help	C
5.08S	Drug courts	C

5.09S	Legislators who created special programs	C
5.10S	More multi-disciplinary education opportunities	C
5.11S	Specialized courts	C
5.12S	Supreme Court leadership (good relations)	C
5.13S	Consolidation of docket (Orleans Parish Juvenile Court)	C
5.14S	Relinquishment statute	C

GROUP IN ROOM C

5.01S	The Children's Code	C
5.02S	Committed Individuals	C
5.03S	Prosecutorial discretion	O
5.04S	Reduction in delays in foster care	C
5.05S	CASA	C
5.06S	Truancy Centers	O
5.07S	Drug Courts	O
5.08S	ASFA	O
5.09S	Willingness of attys. to move towards practice of child/family law	C
5.10S	Protective Order Registry	C
5.11S	Confidentiality in CINC	C
5.12S	Positive attitude of some DA toward Juvenile Court	C
5.13S	Payment of counsel for parents & children	C
5.14S	Willingness of most courts dealing w/juvenile matters	C
5.15S	Dependency mediation project	O
5.16S	Informality of process may be strength	O
5.17S	Mediation in delinquency cases	O
5.16S	Victim awareness	C

GROUP IN AUDITORIUM

Weaknesses	5.01W	Limited accountability for the juvenile care giver	
	5.02W	*Limited accountability for those in the law and administration of justice arena	
	5.03W	*Violation of juvenile's constitutional rights when they waive rights (because they don't fully understand)	
	5.04W	*FINS adjudicated kids are removed from the home?	O
	5.05W	*Lack of consistency among jurisdictions in sentencing?	O
	5.06W	*Lack of pay parity between the defender and prosecutor	O
	5.07W	*Some judges have jurisdiction over non juvenile matters?	
	5.08W	*Lack of pre-trial assessment on competency	O
	5.09W	Lack of resources for defenders (meeting space, training, computer for defenders)	
	5.10W	*Lack of sentencing guidelines	O
	5.11W	*Systemic reliance on waiver of counsel	O
	5.12W	*Lack of post-adjudication representation	O

5.13W	* Lack of DPS&C to manage release (i.e. parole board)	O
5.14W	Need for behavior-driven incentives	
5.15W	Lack of regionalized services for courts	
	*Lack of mandated standards for public defenders	O
	*Lack of full-time juvenile defenders	O
5.16W	Lack of training for some judges specific to adolescent development	
5.17W	Ignoring race and gender issues in the system	

#### GROUP IN ROOM A

5.01W	Inconsistent types of programs across state	
5.02W	Lack of funding for needed program	
5.03W	Lack of statewide required training for juvenile Justice players	
5.04W	Excessive caseloads	
5.05W	Inadequate funding for players in system & programs	
5.06W	Not enough informal adjustment programs for female offenders	
5.07W	Too much reliance on waiver of counsel	
5.08W	Juvenile cases not priority for DA especially abuse/neglect prosecutions	(D)
5.09W	Lack of adequate paid full time IDB	
5.10W	Juvenile judges are elected but should be appointed based in merit	(D)(O)

#### GROUP IN ROOM B

5.01W	Understanding and knowledge of Children's Code	C
5.02W	Lack of education of public (public service programs)	C
5.03W	Regional disparity	C
5.04W	Enforcement disparity	C
5.05W	Reluctance to use mediation strategies (Orleans, Jeff)	C
5.06W	Lack of non-profits in areas	C
5.07W	Lack of accountability	C
5.08W	Restructure children's code in delinquency matters	C
5.09W	Funding	C
5.10W	Lack of communication among judges/networking	O
5.11W	Case loads for public defenders too high	C
5.12W	Training for defense and prosecutors (whole system)	C
5.13W	Lack of detention facilities	C
5.14W	Assignment of least experienced DA's in juvenile system	C
5.15W	Disparity in making decisions in juvenile system (culture, socio-economic)	O
5.16W	Limitation of judges to not be able to focus on family and not just delinquent	C
5.17W	Lack of advocacy groups	C

5.18W	Case processing delays	C
5.19W	Lack of knowledge about what system is about	C

GROUP IN ROOM C

5.01W	Lack of judicial control over placement/services	O
5.02W	Refusal of some D.A.'s to exercise discretion in dealing with NC cases	
5.03W	Drug Courts. & CINC lack of coordination	C
5.04W	Increase in adversarial nature of many delinquent cases	O
5.05W	Clarity of "competency" needed	
5.06W	Informality of process	O
5.07W	Lack of attys specializing in juvenile law	C
5.08 W	Juv Cts/judges seen as illegitimate children of system	C
5.09W	Massive case loads	C
5.10W	Allowance of waiver of counsel for delinquent	O
5.11W	Lack of case management system	C
5.12W	Fragmentation	C
5.13W	Lack/disparity Of funding- IDB	C
5.14W	Unauthorized allowance of waiver of counsel in CINC & FINS cases	C
5.15W	Lack of alternatives to removal in FINS cases	C
5.16W	Lack of effective services for FINS in OCS programs	C
5.17W	Return CINS jurisdiction	C
5.18W	Of schools on FINS	
5.19W	Unwillingness of some judges to learn juvenile system	C
5.20W	Removal of parental misconduct as basis for FINS	C
5.21W	Delayed reporting of truancy by schools	
5.22W	Occasional use of FINS adjunction for serious delinquent offenders	O
5.23W	Lack of clarity of FINS law & process	
5.24W	Unavailability of non-contempt confinement in FINS	C
5.25W	Lack of confidentiality	C

GROUP IN AUDITORIUM

Opportunities	5.01O	*Create a law to hold parents/care givers accountable	O
	5.02O	*Revisit the age limit in the Children's Code	O
	5.03O	Supreme Court is involved to assist with improvements	
	5.04O	*Create a juvenile court system	O
	5.05O	*Create a juvenile parole board	O
	5.06O	To engage other stakeholders (i.e., parents in law and administration processes)	
	5.07O	*To follow other state's example prohibiting waiver of counsel	O

- 5.08O Re-examine Children's Code and clean up conflicts
- 5.09O Match programming with laws in the Children's Code

GROUP IN ROOM A

- 5.01O Pro-active involvement of La Supreme Court in juvenile justice
- 5.02O Financial relative parody between DA & IDB
- 5.03O To involve parents & community groups in mentoring & tutoring at visa youth
- 5.04O Improve & expand FINS particularly its responsible to dysfunctional families
- 5.05O Specialized juvenile judges to share expertise w/all judges having juvenile jurisdiction
- 5.06O Increase awareness of DNC issues as it applies to whole process
- 5.07O Utilized the 4 law schools to create more juvenile attorney
- 5.08O Lessen confidentiality of cases
- 5.09O Good training workshop available locally and nationwide

GROUP IN ROOM B

- 5.01O Uniform judicial system for juvenile justice C
- 5.02O Unified service delivery system for local area C
- 5.03O Universities teach about juvenile justice system C
- 5.04O Internships, future trainers C
- 5.05O Increase treatment options (psychologist) C
- 5.06O Social service representatives available to judges C
- 5.07O Statewide juvenile court system O
- 5.08O Statewide funding O
- 5.09O Ongoing impact legislation, funding, and policy making C
- 5.10O Supreme Court leadership prompting management improvement C
- 5.11O Commission has opportunity to encourage ongoing public input C
- 5.12O Judicial district sections specialize in juvenile district matters C
- 5.13O Regionalized juvenile courts funded by the state C

GROUP IN ROOM C

- 5.01O Juvenile Justice Commission C
- 5.02O Specialized education C
- 5.03O Unified family court O

GROUP IN AUDITORIUM

- Threats 5.01T Cooperative collaboration may hinder funding to courts
- 5.02T Changing laws is a slow process
- 5.03T Ignoring race and gender issues in the system

- 5.04T Lack of consistency in sentencing
- 5.05T Insuring that infrastructure can be maintained for new programs

GROUP IN ROOM A

- 5.01T Incomplete restructuring efforts
- 5.02T Inadequate funding
- 5.03T Misuse of zero tolerance policies
- 5.04T Subsets of juvenile justice players polarizing vs.team efforts
- 5.05T Failure to get all judges on board
- 5.06T Trend towards diminishing the distinction between juvenile justice & adult

GROUP IN ROOM B

- 5.01T Turf wars by DA's, IDB's and judges C
- 5.02T State and local turf wars C
- 5.03T Loss of funding for specialized programs C
- 5.04T Change C
- 5.05T Fear of making change, scope of change O
- 5.06T Frustration by those involved C
- 5.07T Inability to negotiate, give up a little for something in return C
- 5.08T Threat of unknown C
- 5.09T Philosophical differences C
- 5.10T Continued piece-meal approach C
- 5.11T Philosophical differences of defense attorneys C
- 5.12T Lack of inadequate resources C

GROUP IN ROOM C

- 5.01T Losing ctim perspective in favor of reform O
- 5.02T Economy C
- 5.03T Possible catastrophic event C
- 5.04T Inertia C
- 5.05T Resistance to change C
- 5.06T Lack of priorities C

## MEMORANDUM

**TO:** Advisory Board Members  
**FROM:** The Planning Team  
**DATE:** August 15, 2002  
**RE:** Stakeholder Findings

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Enclosed for your review and approval is a draft of the Stakeholder Findings and Notes prepared by the Planning Team from the bullet-type statements developed at the Advisory Board meeting of July 11, 2002.

At the July 11<sup>th</sup> meeting, members of the Advisory Board were organized into three groups, and non-members into a fourth group, each assisted by a facilitator and two recorders. In the morning session, each group's facilitator encouraged the participants to make short, bullet-type statements indicating their opinions regarding the strengths, weaknesses, opportunities, and threats affecting five categories of juvenile justice issues in Louisiana: attitudinal and ideological issues; research, planning and evaluation issues; restructuring and financial issues; prevention, education, and treatment issues; and issues relating to the law and the administration of justice. If a participant disagreed with a statement made by another member of the group, the participant could object to the statement, and the statement would be noted. Otherwise, it was assumed that the group had reached consensus on all statements not having objections. In the afternoon session, an attempt was made to allow participants to object to the statements from other groups and to make additional statements. An attempt was also made to reconcile differences of opinions regarding the statements. Unfortunately, time ran out, and the participants agreed upon the following procedures:

- allowing two weeks for members to review the bullet-type statements from all four groups and to file further objections;
- authorizing the Planning Team of the Commission to reconcile differences of opinion to the extent possible during the period from July 11 to the time of the next Advisory Board meeting;
- authorizing the Planning Team to develop the bullet-type statements into more coherent and coordinated narrative statements and notes;
- authorizing the Planning Team to start drafting recommendations for consideration by the Board at its next two meetings;

- allowing two weeks before the next meeting for members to review the narrative statements and notes and to vote whether or not they agree or disagree conceptually with each finding;
- using the ballots to determine the findings upon which the members conceptually agree or disagree, and not allowing further objections at the next meeting.

On the basis of these decisions of the Advisory Board, the Planning Team has established the following procedures and process to be used in preparation for and at the next Advisory Board meeting scheduled for September 6 from 10:00 a.m. to 4:00 p.m. in the first floor conference room at the OCS Regional Office located behind the Secretary of State's Archives Building on Essen Lane in Baton Rouge.

- Each Advisory Board member is asked to review each Stakeholder Finding and to indicate on the enclosed ballot sheets whether the member agrees or disagrees conceptually with each statement. If a member is only concerned about the wording and not the concept of the statement, the member is encouraged to indicate his or her agreement on the ballot and to indicate the suggested change in writing or verbally before August 30. Also, if a member would like to add references to the notes, the member may do so either in writing or verbally at any time before or during the meeting. Only members may submit ballots. If an appointing member of the Advisory Board wishes to re-designate its representative(s), for any reason, prior to the date of balloting or the Advisory Board's meeting dates, the appointing entity must do so in writing to the Chair of the Commission or the Advisory Board five days before the deadline or event. **All ballots, without exception, must be received by the Planning Team at one of the addresses listed below no later than 7 p.m. on Friday, August 30, 2002. Persons not sending in ballots by that date will be assumed to be in favor of all statements. All blanks on the ballot sheets will also be counted as favorable votes.**
- The Planning Team will tabulate the results of each ballot before the meeting and will prepare two lists of statements -- a Consent List and a Dissent List. The statements on the Consent List will not require further discussion by the Board but will be edited and further referenced by the Planning Team and volunteers from the Advisory Board during the remaining days of September. The statements on the Dissent List, however, will be discussed at the morning session of the September 6<sup>th</sup> meeting. The purpose of the morning session will be to discuss and briefly attempt to reconcile differences. If the differences cannot be resolved quickly at the meeting, the chair will establish reconciliation teams to meet during lunch to try to further reach consensus or to narrow the differences. During the morning meeting, a member, who has not indicated an objection to a statement on his or her ballot, will not be allowed to raise an objection to a statement on the floor. Non-members will also not be allowed to raise an objection to any statement.

- During the afternoon session of the meeting on September 6, working groups consisting of members and non-members will be established to review, discuss, approve, disapprove, amend, and flesh-out the Planning Team's first draft of summary recommendations. These recommendations will be either mailed to the members before the meeting or distributed during the morning session of the meeting. Each working group will attempt to reach consensus on as many of the recommendations as possible during the afternoon session on September 6. The working groups will also be authorized and encouraged to meet between September 6 and September 13 to continue their discussions and to further develop the recommendations. During the period from September 6 to September 13, any member may propose recommendations for consideration either to a working group or to the Planning Team. If a member disagrees with a recommendation supported by a majority of a working group, he or she can file a written dissent at any time during the process but no later than September 30, 2002. The Planning Team shall compile the recommendations developed by the working groups and mail them to each member prior to the meeting on September 20, together with ballot sheets allowing each member to vote his or her conceptual agreement or disagreement with each recommendation. The Planning Team shall compile the results of this second round of balloting and will present the results at the morning session of the meeting of September 20. During the morning session of the September 20<sup>th</sup> meeting, an attempt will be made to reconcile differences regarding the recommendations. During the morning session also, the members will be asked to vote for or against the findings on the Dissent List or the changes suggested by the Reconciliation Teams dealing with the Findings. During the afternoon session, a final vote, without further discussion, will be taken among the members.

If you have any questions regarding these procedures, the Stakeholder Findings and Notes, or the schedule, please call or e-mail Tony Gagliano, a representative of the Planning Team, at 504-568-8249 or [tjg@lajao.org](mailto:tjg@lajao.org). Please e-mail or fax your signed ballots to: Attention: Planning Team, [tjg@lajao.org](mailto:tjg@lajao.org) or 504-568-5687.

## 1.00 Attitudinal and Ideological Issues

		Approve	Disapprove
Strengths	1.1S		
	1.2S		
	1.3S		
	1.4S		
	1.5S		
	1.6S		
Weaknesses	1.1W		
	1.2W		
	1.3W		
	1.4W		
	1.5W		
Opportunities	1.1O		
	1.2O		
	1.3O		
	1.4O		
	1.5O		
	1.6O		
	1.7O		
Threats	1.1T		
	1.2T		
	1.3T		
	1.4T		
	1.5T		

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Signature

## 2.00 Research, Planning, and Evaluation Issues

		Approve	Disapprove
Strengths	2.1S		
	2.2S		
	2.3S		
	2.4S		
	2.5S		
	2.6S		
Weaknesses	2.1W		
	2.2W		
	2.3W		
	2.4W		
	2.5W		
	2.6W		
	2.7W		
	2.8W		
Opportunities	2.1O		
	2.2O		
	2.3O		
	2.4O		
	2.5O		
	2.6O		
	2.7O		
Threats	2.1T		
	2.2T		
	2.3T		
	2.4T		

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Signature

### 3.00 Restructuring and Finance Issues

		Approve	Disapprove
Strengths	3.1S		
	3.2S		
	3.3S		
	3.4S		
Weaknesses	3.1W		
	3.2W		
	3.3W		
	3.4W		
	3.5W		
	3.6W		
	3.7W		
	3.8W		
Opportunities	3.1O		
	3.2O		
	3.3O		
	3.4O		
	3.5O		
	3.6O		
Threats	3.1T		
	3.2T		
	3.3T		

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Signature

**4.00 Prevention, Education, and Treatment Issues**

		Approve	Disapprove
Strengths	4.1S		
	4.2S		
	4.3S		
	4.4S		
	4.5S		
	4.6S		
Weaknesses	4.1W		
	4.2W		
	4.3W		
	4.4W		
	4.5W		
	4.6W		
	4.7W		
	4.8W		
	4.9W		
	4.10W		
	4.11W		
	4.12W		
	4.13W		
	4.14W		
	4.15W		
	4.16W		
	4.17W		
	4.18W		
Opportunities	4.1O		
	4.2O		
Threats	4.1T		
	4.2T		
	4.3T		
	4.4T		
	4.5T		

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Signature

**5.00 Issues Affecting Law and the Administration of Justice**

		Approve	Disapprove
Strengths	5.1S		
	5.2S		
	5.3S		
	5.4S		
	5.5S		
	5.6S		
	5.7S		
	5.8S		
	5.9S		
	5.10S		
	5.11S		
	5.12S		
	5.13S		
	5.14S		
	5.15S		
	5.16S		
Weaknesses	5.1W		
	5.2W		
	5.3W		
	5.4W		
	5.5W		
	5.6W		
	5.7W		
	5.8W		
	5.9W		
	5.10W		
	5.11W		
	5.12W		
	5.13W		
	5.14W		
	5.15W		
Opportunities	5.1O		
	5.2O		
	5.3O		
	5.4O		
	5.5O		
	5.6O		
Threats	5.1T		
	5.2T		
	5.3T		

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**Signature**

## JUVENILE JUSTICE COMMISSION ADVISORY BOARD

### MEETING NOTICE OF SEPTEMBER 6, 2002

The Advisory Board of the Juvenile Justice Commission will meet from 9:30 a.m. to approximately 4:00 p.m. on September 6, 2002 in the first-floor auditorium of the OCS Regional Office located behind the Secretary of State's Archives Building just off Essen Lane (see attached directions). A light lunch will be made available at a cost of \$10.00 per person payable in cash at registration. **Please note that the meeting will begin at 9:30 a.m., not 10:00 a.m. as indicated in some earlier communications.**

The purposes of the meeting will be:

- to resolve, to the extent possible, the objections made by members to the Planning Team's draft of the narrative Stakeholder Findings;
- to establish working groups for reviewing, amending, and/or developing the Planning Team's draft of preliminary recommendations;
- to present the Planning Team's draft of preliminary recommendations for review, amendment, and/or development by the members and all other interested participants;
- to solicit the assistance of the members and other interested participants in editing and further documenting the Stakeholder Findings.

**JUVENILE JUSTICE COMMISSION  
ADVISORY BOARD MEETING  
SEPTEMBER 6, 2002  
OCS BATON ROUGE REGIONAL OFFICE  
ESSEN LANE**

**9:30 A.M.**

**AGENDA**

1. Call to Order and Welcome
2. General Meeting
  - Schedule of the Day
  - Outline of Process
  - Defining the Juvenile Justice System
  - Housekeeping Issues
    - Bathrooms
    - Luncheon Serving Room
    - Luncheon Area - Auditorium
    - Registration Desk and Luncheon Cost
  - Assignment of Members to Sub-Groups
    - Working Group                      1.00                      Room C
    - Working Group                      2.00                      Auditorium
    - Working Group                      3.00                      Room A
    - Working Group                      4.00                      OCS Room
    - Working Group                      5.00                      Room B
3. **Timeline of Working Groups: September 6-13, 2001**
  - Reconciliation of Disputed Findings
4. Lunch - Reconciliation of Disputed Findings
5. Working Group Meetings
6. Adjournment

**JUVENILE JUSTICE COMMISSION  
ADVISORY BOARD MEETING  
SEPTEMBER 6, 2002  
OCS BATON ROUGE REGIONAL OFFICE  
ESSEN LANE  
9:30 AM**

**MINUTES**

The Juvenile Justice Commission Advisory Board meeting was called to order by Chair, Gwen Hamilton, at approximately 9:45 a.m.

Ms. Hamilton stated that today's meeting is a turning point for the advisory board to make suggestions/recommendations for presentation to the JJC.

Reconciliation of disputed findings:

Tony Gagliano conducted the meeting. He reminded the participants that each disputed concept will be addressed. All comments for recommendations are due September 13 in an effort to incorporate all changes for discussion at September 20.

There are a few Findings in dispute that must be reconciled or voted out.

**Objections:**

- 1.4T - remove the word "will"
- 1.5T - irreconcilable
- 2.5W - we did have information systems
- 2.7W - lack of accountability (remove the word "general")
- 2.1O - change wording (just use the word "grants")
- 2.3O - remove 2nd sentence
- 3.1S - to be discussed over lunch
- 3.2S - we over rely on federal funding (leave as strength but acknowledge it as strength)
- 3.4S - not a strength but actually misleading (should be addressed as an "opportunity")
- 3.3W - irreconcilable (to be discussed)
- 3.7W - regionalization needs to be discussed
- 3.8W - change the word "Lack" (discuss at lunch)
- 3.2.T - statement too strong
- 4.2S - remove the word recognized and insert "to growing recognition"
- 4.3S - objected to the word "public" change to "public growing recognition"
- 4.4S - education reform is not strong (change wording to "can be" and move 4.5 to "opportunity")
- 4.5S - acknowledge we do have some things; move to weakness and add that there are no forensic facilities for children found to be guilty by insanity
- 4.6W - to be discussed

- 4.11W - there is not a lack of assessment programs for identifying and assessing; change title and add the words inadequate and timely assessment and comprehensive
- needs opportunity to match
- 5.2S - move to "opportunity" remove individual courts {to be discussed}
- 5.4S - remove the individual courts
- 5.12S - misleading statement it is a strength; move to an "opportunity"
- 5.4W - withdrawn
- 5.5W - withdrawn
- 5.6W - withdrawn
- 5.7W - withdrawn
- 5.10W - return for further discussion w/FINS rep
- 5.11W - to be discussed
- 5.13W - withdrawn
- 5.14W - irreconcilable (separate issues) - eliminate this finding for further study to arrive at substantive finding (Judge Young to chair committee)
- 5.15W - change title to "Barriers to effective FINS programs
- change "lack of" to "inadequate" in the first 4 bullets
- remove bullet unavailability of sanctions
- 5.2T - irreconcilable statement (made suggestion to change the language with regard to the word "trend")
- 5.3T - add the word "victims"

Language changes suggested by members:

- 1.2T - n/o
- 1.4T - n/o
- 2.4W - change "most" to "many"
- 2.7W - n/o
- 2.8W - n/o
- 2.4O - n/o
- 3.3W - flagged as irreconcilable statement
- 5.7W - n/o
- 5.2T - irreconcilable

Reconciliation of Disputed Findings reported:

- 5.2S - new language added,  
we find that the existence of specialized juvenile courts
- 5.10W - the current truancy assessment service center has age limit of K-5 and FINS 0-18.  
Should make it all uniform
- 4.6W - new language at beginning that misconduct is not acceptable in schools
- 5.12W - language change

Work Group Meetings

**PRELIMINARY DRAFT OF CONCEPTS**  
**September 5, 2002**

**1.00 Attitudinal and Ideological**

**1.01 Public Awareness Campaign.** We recommend that the governor and the legislature endorse the development and execution of a statewide public awareness campaign designed to increase public understanding of the issues affecting juvenile justice in Louisiana and the adopted recommendations of the Juvenile Justice Commission. The campaign would be organized by one or more private advocacy organizations and would be funded through private contributions. The campaign might consist of the following components:

- a marketing research component
  - to plan and establish a schedule for the campaign
  - to design and conduct an opinion poll of Louisianians' attitudes toward juvenile justice
  - to set up a focus group to review the poll, plan, schedule, and products
- an advertising component
  - to develop a theme, logo, and set of key messages for the campaign;
  - to design the art work for bumper strips, newsletter ads, media ads, specialty license plates, billboards, and other media;
  - to seek funding and sponsors for the development of the advertising
  - to market membership in one or more of the advocacy groups
- a public relations component
  - to continuously inform the media of events associated with the campaign
  - to provide information on juvenile justice issues to the media
  - to prepare and disseminate media releases on the campaign
  - to prepare articles for association newsletters
- a public awareness component
  - to sponsor in at least five regions of the state forums on juvenile justice for gubernatorial and legislative candidates
  - to sponsor leadership roundtables with juvenile justice stakeholders (law enforcement leaders, district attorneys, judges, probation and correctional officers, indigent defenders and other juvenile justice attorneys, OCS supervisors, court administrators, clerks of court, and others.

**1.02 Definition of Juvenile Justice System.** We recommend that all agencies involved in juvenile justice adopt and actualize the following definition of an ideal juvenile justice system: A juvenile justice system should be:

- ! a continuum of well-planned, coordinated, comprehensive, developmentally appropriate, and accountable public and private services
- ! provided to children and families who either are or are likely to be involved with courts because of failures in the social system as manifested in:
  - ! the abuse, neglect, or abandonment of children,
  - ! the mental illness of children,
  - ! substance abuse by children,
  - ! aspects of the divorce and break-up of families,
  - ! pre-delinquent, socially irresponsible, or delinquent behavior by youth, or
  - ! spousal domestic abuse involving children.

**1.03 Goals of Juvenile Justice.** We recommend that all agencies involved in juvenile justice adopt and actualize the following juvenile justice goals:

- **Prevention:**
  - (a) to prevent child abuse, neglect, and abandonment;
  - (b) to prevent domestic abuse;
  - (c) to prevent pre-delinquency and delinquency
  - (d) to prevent adult crimes against children and youth.
- **Protection:**
  - (a) to protect children and their family members against child and domestic abuse;
  - (b) to protect individuals and society against pre-delinquent and delinquent acts;
- **Rehabilitation:**
  - (a) to rehabilitate children who have been abused, neglected, or abandoned;

- (b) to rehabilitate family members who have abused, neglected, or abandoned children or who have been abusive to other family members;
- (c) to rehabilitate children who have committed pre-delinquent or delinquent acts

- **Restoration:**

- (a) to assist children who have been the victims of abuse, neglect, or abandonment in either returning to their families, or in finding other permanent, supportive homes as quickly and as effectively as possible;
- (b) to assist victims of domestic abuse in restoring normalcy in their lives;
- (c) to assist and compensate victims of pre-delinquent and delinquent acts for the harm done to their persons and property.
- (d) to restore rehabilitated pre-delinquent and delinquent youth as well-adjusted and productive members of society

## **2.00 Research, Planning and Evaluation**

**2.01 Children's Cabinet Research Council.** We recommend that the legislation creating the Children's Cabinet be amended to provide for the creation of a Children's Cabinet Research Council consisting of representatives from each of the state's research-oriented public universities and colleges specializing in child welfare, juvenile justice, or related research. The purpose of the Council might be:

- to identify and communicate to university researchers the research needs of the Children's Cabinet and the Louisiana Juvenile Justice Planning and Coordination Board (see Recommendation 3.01);
- to promote child welfare and juvenile justice as centers of excellence and specialization in one or more of the state's public universities;
- to assist the Louisiana Juvenile Justice Planning and Coordination Board (Recommendation 3.01) in developing a system of accounts, common risk assessment models, and a system of monitoring and evaluation;
- to provide such advice as may be requested by the Children's Cabinet or the Louisiana Juvenile Justice Planning and Coordination Board (Recommendation 3.01);
- to assist the Children's Cabinet and the Louisiana Juvenile Justice Planning and Coordination Board in identifying and communicating the need for more professionals in various fields affecting juvenile justice;

- to identify and carry out the following needed research:
  - the development of common protocols for the proper mental health treatment and rehabilitation of juvenile sexual offenders and victims, and for the development of a state registry of approved providers;
  - the development of training programs and services for addressing the special needs of female youth offenders;
  - the identification of shortages of professionals in fields relating to juvenile justice;
  - the development of model guidelines for after-care and transition programs

**(ADD OTHER RESEARCH NEEDS TO LIST)**

**2.02 Use of 8(g) Funding.** We recommend that the Board of Elementary and Secondary Education and the Board of Regents develop ways to promote the use of 8(g) funding for needed research into child welfare and juvenile justice issues. We also encourage the Board of Regents to develop, as part of its plan for higher education, the establishment of one or more centers of excellence in child welfare and juvenile justice research and education. The goal of these centers would be to transform Louisiana 's total approach to child welfare and juvenile justice into a national model of excellence.

**2.03 Integrated Juvenile Justice Information System.** We recommend that funding be provided by the Louisiana Technology Innovation Fund to complete the development of the Integrated Juvenile Justice Information System begun by the Supreme Court. Upon completion, the system should provide three levels of integration:

- the integration of all juvenile court functions (forms generation, docketing, scheduling, calendaring, case tracking, subpoena and other notice tracking, tracking of bail and other forms of release, tracking of appellate cases, and reporting);
- the integration of case types through the assigning and use of unique identification numbers to each child and each child's mother on a statewide basis; and
- integration or data sharing with other agencies.

The system should be built in the public domain so that it may be used throughout the state by all agencies without licensing costs. The system should be web-based to allow the transfer of data among all users of the system in a user-friendly fashion, and to allow the transfer of data from existing systems. The system should be built as an intranet to provide for adequate privacy and confidentiality of data. The system should provide statistical reports to the people and the

legislature via the Internet based on the system of accounts to be developed by the Louisiana Juvenile Justice Planning and Coordination Council with the assistance of the Children's Cabinet Research Council. We further recommend that, upon completion of the basic system, the Legislature provide funds to three or four demonstration sites for system installation, tailoring the system to meet each district's particular needs, to eliminate bugs, and to provide user training. We recommend that the demonstration sites be selected on a competitive basis from applications perhaps indicating:

- the willingness of at least three juvenile justice agencies in the district to share data;
- the willingness of the local district to provide local matching funds of at least 10%; and
- the willingness of the district to report specified data to the Supreme Court, the Legislature, and other required entities.

**2.04 Legislation to Facilitate Data Sharing.** We recommend that the Children's Code Committee of the Louisiana Law Institute draft legislation to allow, promote, and facilitate the manual and automated sharing of data among juvenile justice agencies. The purposes of such data sharing legislation would be to improve the administration of justice and to act in the best interest of the child, while, at the same time, assuring privacy and confidentiality to the extent necessary.

### **3.00 Restructuring and Finance**

**3.01 Louisiana Juvenile Justice Planning and Coordination Board.** We recommend that a Louisiana Juvenile Justice Planning and Coordination Board be established under the Children's Cabinet to perform perhaps the following functions:

- to develop a strategic planning process for juvenile justice and to develop an annual implementation plan;
- to monitor and report to the Governor, the Children's Cabinet, the Joint Legislative Juvenile Justice Policy Priority Committee (see Recommendation 3.03), other appropriate legislative committees, and the general public on Louisiana's progress in implementing the strategic plan and the annual implementation plan;
- to ensure and supervise the preparation of a juvenile justice component of the Children's Budget; and to assist the Cabinet in presenting the Budget to the appropriate legislative budget committees and to the Joint Legislative Juvenile Justice Policy Priority Committee (Recommendation 3.03);
- to create, with the advice and counsel of the Children's Cabinet Research Council (see Recommendation 2.01), a system of accounts (statistics, indicators, and measures) and a system for contracting, monitoring and evaluating the performance and outcomes of the juvenile justice system throughout state;

- to ensure the planning, development, and maintenance of a central repository of bibliographic, statistical, and directory information on juvenile justice in association with an appropriate state database and web-based function.
- to ensure the actions of the LCLE/OJJDP Board are consistent with the policies of the Children's Cabinet and the Louisiana Juvenile Justice Planning and Coordination Board
- to ensure that the design of Louisiana's continuum of services for children includes juvenile justice services;
- to assist the Regional Juvenile Justice Planning and Coordination Advisory Boards (see Recommendation 3.02) in the building of community, local, and regional planning and collaborative capacity, especially with respect to the comprehensive strategy, the principles of balanced and restorative justice, and community-based sanctions and services;
- to establish, with the Children's Cabinet Research Council (Recommendation 2.01), a system for monitoring and evaluating all juvenile justice programs and services;
- to coordinate the development and acceptance of common risk assessment instruments by all relevant and appropriate agencies;
- to assist the Children's Cabinet in the development of a centralized intake system which would allow all providers to access common intake forms and to assist their clients in completing and returning them via a web site to a central intake database and to a system of case managers.
- to review and comment on the recommendations for community-based services and sanctions, the proposed legislation, actions and rules of the Regional Juvenile Justice Planning and Coordination Advisory Board before submitting these recommendations to the Children's Code Committee of the Louisiana Law Institute, the Joint Legislative Juvenile Justice Policy Priority Committee, relevant budget committees, the governor, the Supreme Court, or other appropriate policy-making or policy review entity.

**3.02 Regional Juvenile Justice Planning and Coordination Advisory Regions and Boards.** We recommend the establishment by legislation of nine or ten juvenile justice planning and coordination regions, each having a Regional Juvenile Justice Planning and Coordination Advisory Board. Each board would be co-chaired by two judges appointed by the Supreme Court and would consist of the following members appointed by the legislature: two law enforcement leaders from the region; two district attorneys from the region, two OCS supervisors from the region, two indigent defenders assigned to juvenile cases in the region; two persons from state or local youth probation and corrections from the region; two child/adolescent mental health providers or substance abuse treatment providers from the region, two representatives

from local school districts in the region; two parents or family advocate representatives from the region; and three representatives of the general public not associated with any public agency or service provider. Each board would be staffed by a court administrator or by some other voluntary staff. The members of the Board would receive no per diems for service or expenses. The purposes of the Regional Juvenile Justice Planning and Coordination Advisory Boards might include:

- to develop a comprehensive strategy for the region based on the principles of balanced and restorative justice and a common set of operating policies or protocols;
- to develop a consensus among stakeholders in the juvenile justice system regarding the vision statement, the strategic plan, the regional comprehensive strategy, the common set of operating policies or protocols, service integration and other forms of collaboration;
- to develop capacity in the region for planning and coordinating juvenile justice at the community, local, and regional level, especially with respect to the comprehensive strategy, balanced and restorative justice, the common set of operating policies or protocols, service integration, and other forms of collaboration;
- to promote and facilitate the assessment of needs in the region, especially in terms of identifying and prioritizing gaps in the continuum of needed services for the region;
- to submit each year to the Louisiana Juvenile Justice Planning and Coordination Board its recommendations for needed community-based treatment services and sanctions, as well as its recommendations for other legislation, executive actions, or judicial rules relating to juvenile justice;
- to sponsor at least once a year a regional conference and set of workshops designed to build the region's capacity to better plan, communicate, coordinate, and collaborate.
- to assist the Louisiana Juvenile Justice Planning and Coordination Board 's efforts to ensure that all new and existing programs are properly monitored and evaluated.

**3.03 Joint Legislative Juvenile Justice Policy Priority Committee.** We recommend that the leadership of the Senate and the House create, with the consent of the members, a Joint Legislative Juvenile Justice Policy Priority Committee, consisting of such chair and members as the leadership shall name. The purpose of the Committee might be:

- to review and comment on the progress reports submitted to it by the Children's Cabinet and the Louisiana Juvenile Justice Planning and Coordination Board;
- to review and comment on the annual Children's Budget submitted by the Children's Cabinet;

- to make recommendations for improving juvenile justice through proposed legislation, resolutions, or other expressions of legislative intent;
- to monitor and advocate on behalf of needed juvenile justice legislation and other actions.

**3.04 Reform of the System of Child Welfare and Juvenile Justice Treatment Financing.** We recommend that the legislature enact legislation requiring the Chair and Executive Director of the Children's Cabinet to develop and recommend a plan to the legislature for reforming the system of financing child welfare and juvenile justice treatment services within the state by or before January 1, 2004. The plan should contain, at a minimum, the following features:

- The plan should provide a more efficient and effective system of financing services for children who are either in state custody or are at risk of entering state custody, who are reunified with families upon release from custody, or who are identified as needing prevention and early intervention services.
- The plan should require that all grant applications relating to child welfare and juvenile justice, except grant proposals submitted by the Department of Education, be reviewed, prior to submission, by the executive officer or chair of the Children's Cabinet.
- The plan should provide for a system of centralized intake that would allow individuals, as well as public and private service providers, to access common intake forms via the internet and initiate eligibility, screening and case planning processes through a local provider network.
- The plan should provide for a coordinated system of specially trained and certified case managers who shall, either as teams or as individuals in consultation with other case managers, accept or reject applications for assistance based on clearly defined eligibility standards. The case manager or case management team may develop case management plans that will specify all of the services recommended for the child and/or family and how such services may be accessed. The acceptance notice and case management plan should be forwarded to the central intake system, which, in turn, will contact the child and family.
- Once an application and a case management plan has been approved and communicated by the coordinated system of case managers to an applicant, the applicant may use the plan as a voucher to access all of the services indicated in the plan in accordance with the plan's terms and conditions.
- The plan should provide for the establishment of a system for financing those community-based services recommended by the Regional Juvenile Justice Planning and Coordination Advisory Boards and approved by the Louisiana Juvenile Justice Planning and Coordination Council or the Children's Cabinet, the Joint Legislative

Juvenile Justice Policy Priority Committee, and the Legislature. The plan should provide for initial start-up funds for the community-based programs, for local matching requirements, for monitoring and evaluation, and for accessing funding to pay for the vouchers associated with each case management plan. The plan should also investigate the feasibility of providing community-based services through a regional mobile delivery system providing intake services, certain health services, assessment and early identification services, informational services, and other services.

- The plan should provide for the pooling of all funds appropriated by the Legislature for all federal child welfare and juvenile justice treatment funds and their attendant state matching funds shall be pooled and managed by a new department of the Division of Administration. Funding should be provided from the pool in terms of the appropriations provided by the Legislature for start-up costs and in terms of the vouchers received from service providers.
- The plan should require contracts with service providers to include a monitoring and evaluation component based on outcomes and performance and based on the quality of the evaluation and not simply the "lowest bidder" rationale. The plan should require each service provider to file such monitoring and evaluation reports as delineated in the provider's contract and as may be required by the Louisiana Juvenile Justice Planning and Coordination Plan.
- The plan should allow for the full reimbursement of the cost of authorized services delivered by private providers having agreements with the state. The plan should include an analysis of the rate setting systems that have been developed by consultants but not funded, and should make recommendations regarding such systems. All reimbursements should be documented by such things as cost reports and agency records.
- The plan should ensure that the system of financing benefits from the maximum draw of matching federal funds.
- The Plan should also recommend whatever restructuring of the existing departments that may be necessary to address most effectively the Plan's other requirements.

**3.05 Revisions to the Children's Budget.** We recommend that the Children's Budget be revised in the following respects:

- The Children's Budget should be centralized and should be developed in such a way as to insure the provision of adequate funding for services to youth and families across a comprehensive continuum of care. The Budget should allow for the provision of a rate setting system that is dictated by the individualized care plans developed for youth in custody. The Budget should be organized functionally instead of by department.

- Ideally, the Budget should be funded from a dedicated, consistent financing stream.
- The Budget should include estimates of all costs associated with the direct delivery of child welfare services and juvenile justice services by executive branch agencies, including the costs of the Children's Cabinet, the costs of preparing the Children's Budget, a portion of the cost of the Mental Health Advocacy Service (MHAS), the cost of the juvenile and family services funded by the Louisiana Commission on Law Enforcement (LCLE), and other such services.
- The Budget should include in the next two years an estimate of the total costs of child welfare and juvenile services administered by the judicial branch, including the costs of all courts having juvenile jurisdiction, the costs of prosecuting juvenile cases, the costs of juvenile law enforcement by the sheriffs, the costs of representation in juvenile cases, the costs of juvenile forensic activity, the costs of juvenile local probation, the costs of juvenile local detention, the costs of FINS, the costs of juvenile drug courts, the costs of CASA programs, the costs of child support adjudication and enforcement, the costs of improving foster care adjudication, and the costs of domestic violence programs operated by the judicial branch. The estimate shall include total costs (state, local self-generated, and federal/other grant funding, regardless of the source of the expenditures
- The Budget should include an estimate of the total expenditures of local government, exclusive of federal and state funds provided to the local government from the state, on children's services, including the costs of recreation, the costs of elementary and secondary education, the costs of juvenile law enforcement by municipal police departments, the costs of juvenile justice services, including local probation, local detentions, and treatment services directly administered by the local government.
- The Budget shall include goals and benchmarks for measuring year-to-year progress and for comparing Louisiana's progress in putting children first with the efforts of other states. The Children's Cabinet shall define a comprehensive continuum of services, including juvenile justice services, and shall estimate the total cost of funding the continuum. The state's progress in funding the continuum of services shall be measured by comparing the costs of the total need of the continuum versus the estimated costs expended by state and local government each year in support of the continuum.

**3.06 Realignment of Inter-Governmental Functions.** We recommend that the executive and legislative branches, guided by plans to be developed by the Children's Cabinet, realign on a scheduled long-term basis state and local governmental functions. The realignment should limit the state's direct service delivery to children to certain key services, perhaps foster care recruitment and placement and other services related to foster care, where centralization might be easily justified. In general, however, the state should attempt to use its resources to leverage local governmental and private funding of community-based services and sanctions. The state's basic role, under a realignment scenario, would be to govern, that is, to set the broad agenda, to motivate local interest, to

develop local and private capacity, to finance local service-delivery, and to ensure fiscal and programmatic accountability. The local governmental role would be to mobilize all of the resources of its community -- local governmental resources, for-profit resources, and non-profit resources -- to address the needs of its children and families.

**3.07 Major Financing Issues Affecting All Treatment Programs.** We recommend that, for the next five years to ten years, funding priority be given to the following treatment programs: mental health in-patient facilities and services; in-patient and out-patient substance abuse treatment facilities and services; and family strengthening programs.

**3.08 Major Financing Issues Affecting Foster Care.** We recommend that the Children's Cabinet propose ways for the legislature to address in a planned manner the following financing issues affecting foster care:

- Inadequate payments to residential and private foster care providers;
- Below average foster care board payments;
- OCS staff cuts;
- Lack of psychiatric hospital beds for foster children;
- Lack of funding of aftercare and transitional services for foster care children.

**3.09 Funding of Existing Services.** We recommend that all existing services, except perhaps services that are being extended to additional jurisdictions, be funded at current levels until the effectiveness of the services are properly evaluated. Programs that are not cost-effective should be altered or eliminated. Programs that are effective should be funded at higher levels if there is sufficient need for the programs.

**3.10 Special License Plates to Promote Theme of Public Awareness Campaign.** We recommend that the legislature enact legislation authorizing the secretary of Public Safety and Corrections to establish special prestige motor vehicle license plates for the purpose of promoting the theme and logo of the public awareness program recommended under Strategy 1.01 above. In addition to the words, the plates shall include a symbol to be determined by a committee consisting of representatives appointed by the Children's Trust Fund board. The fee for the special prestige license plate issued under this legislation shall be twenty-six dollars. The renewal fee shall be the same as the initial fee. The department shall collect the fee for the special license plates and shall forward twenty-five dollars per plate to the Juvenile Justice Sub-Fund of the Children's Trust Fund.

**3.11 New Revenue Measures.** We recommend that the Legislature authorize the assessment and collection of the following fees and surcharges:

The proceeds of these funds shall be deposited in the Juvenile Justice Sub-Fund of the Children's Trust Fund.

**3.12 Juvenile Justice Sub-Fund of the Children's Trust Fund.** We recommend that R.S. 46, Section 2403, be amended by the legislature to provide for the creation of a Juvenile Justice Sub-Fund under the Children's Trust Fund. The Juvenile Justice Sub-Fund shall be funded from the following sources exclusively:

- the proceeds from the sale of the special license plates authorized and collected as part of Strategy 3.06
- the fees to be authorized and collected as part of Strategy 3.07

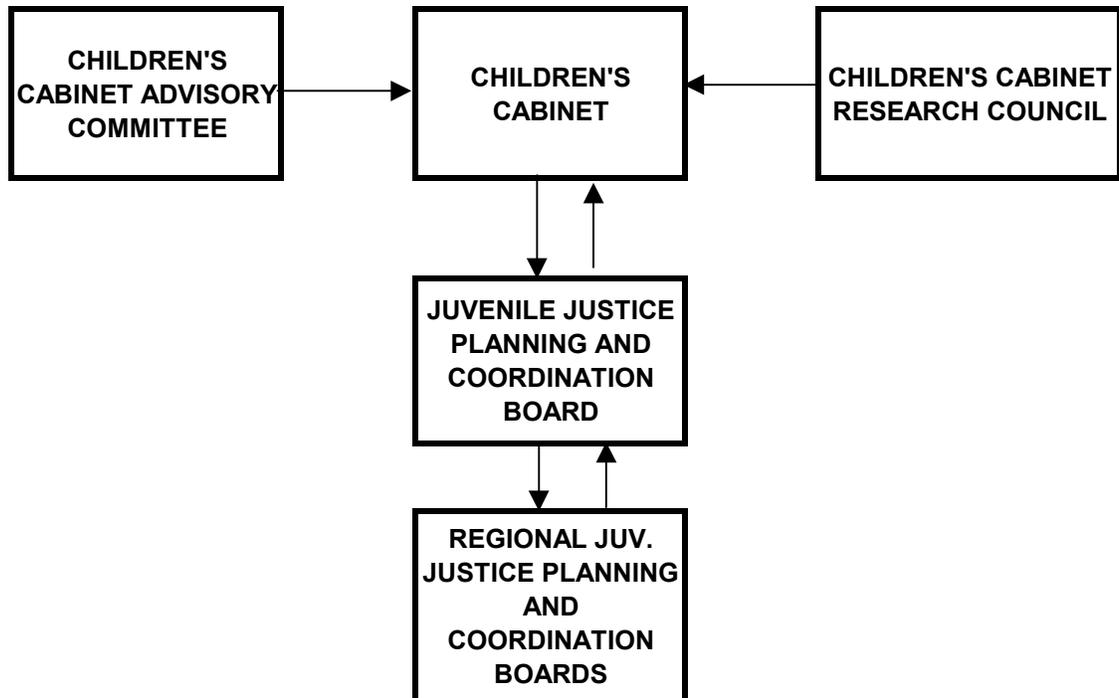
**3.13 Louisiana Endowment for Children.** We recommend that a Louisiana Endowment for Children be created by the private sector as a non-profit, tax-exempt foundation with the goal of building over the next ten years an endowment of \$200,000,000. The endowment could be built from the following streams of funding:

- Family Foundations which are not part of any Community Foundations and whose funds are directed towards children;
- Corporations receiving large tax exemptions from the state would be asked to contribute once during each decade of the Endowment's life the equivalent of one year of its tax exemption;
- Entertainment events in the state would be asked to contribute a percentage of their net proceeds to the Endowment;
- Gambling enterprises would be asked to contribute a percentage of their net proceeds to the Endowment
- The people of Louisiana would be asked to contribute \$5 on behalf of each of their children to the Endowment.

The interest on the yield of the funds should be distributed as follows:

- the yield on the family foundation funds of the Endowment should be restricted to those purposes specified by the family foundations within the framework provided by the Louisiana Juvenile Justice Planning and Advisory Board;
- the yield on the unrestricted fund of the Endowment should be dedicated to the following:
  - the provision of matching funds to release state general funds for other juvenile justice uses as determined by the Board of the Endowment;
  - the provision of funds to community-based programs as approved by the Children's Cabinet.

# ORGANIZATIONAL FRAMEWORK 2003-2005



**3.14 Dedication of LCLE Juvenile Funding.** We recommend that the Louisiana Commission on Law Enforcement (LCLE) dedicate any unencumbered juvenile justice funds in the next five years exclusively to the following purposes:

- the funding of exemplary juvenile justice alternative sanctions (see Recommendation 4.03) operated by community-based organizations approved by the Children's Cabinet;
- the funding of exemplary mental illness and substance abuse treatment programs (see Recommendation 4.03) operated by community-based organizations approved by the Children's Cabinet

**3.15 Correctional Funding Transition Plan.** We recommend that the Louisiana Council of Juvenile and Family Court Judges, in association with the Department of Public Safety and Corrections, develop a specific correctional funding transition plan. The plan should indicate how in the next 1-3 years the Department can begin to reduce its reliance on incarceration and release funding from its budget to the pool maintained by the Division of Administration for community-based sanctions and treatment programs. The plan should address both fixed and variable costs and should indicate initially the amount of variable costs and eventually the amount of fixed costs saved by the diversion of offenders from juvenile incarceration by juvenile drug courts and other community-based sanctions.

**3.16 Louisiana Commission on Law Enforcement (LCLE).** We recommend that all future LCLE unencumbered and undedicated funding be granted to local agencies in accordance with the provisions of the Juvenile Justice Strategic Plan developed by the Louisiana Juvenile Justice Planning and Coordination Board. We also recommend that all such grant funds be placed in the general appropriation bill and be reviewed by the Joint Legislative Juvenile Justice Priority Committee prior to the hearings to be conducted on the general appropriations bill by the finance committees of the House and Senate.

#### **4.00 Prevention, Education, and Treatment Services**

##### **General**

**4.01 Continuum of Services.** We recommend that the Children's Cabinet continue its efforts to define and establish a continuum of services, including juvenile justice services and sanctions, as a means of developing a comprehensive system of care for all children and youth in the state and their families.

**4.02 Community-Based Services.** We recommend that, to the extent possible, all services funded by the state for children, youth, and their families be community-based, that is, the services involve parents and the community in their design as well as their implementation. Community-based services reflect the culture of each unique area of the state. They utilize the

voluntary resources of families and communities to maximize the effectiveness, and they can be used more flexibly, e.g. funded or not-funded, and are less expensive than bureaucratic delivery systems which have layers of middle managers and are somewhat protected by civil service rules and politics.

**4.03 Computerized Information and Referral System.** We recommend that the Louisiana Technology Innovation Fund provide a grant for the development and maintenance of a web-based comprehensive information referral system, including a research-based and updateable taxonomy and service information in terms of type, area, availability, cost, and ways of accessing. Upon completion, the information system will be accessible via the web and will generate upon request written parish directories updated and disseminated at least on a quarterly basis.

**4.04 Exemplary Programs.** We recommend that, for the next five years, all state funding for prevention and alternative sanctions be limited to proven and well-demonstrated clinical services or to nationally tested exemplary programs listed and approved by the Children's Cabinet. The only exception to this general recommendation would be funding from the federal government or a foundation that is specifically available for pilot or demonstration programs.

**4.05 Non-Secured Residential Options.** We recommend that the state and local governments, with input from the Regional Juvenile Justice Planning and Coordination Advisory Boards and the Louisiana Juvenile Justice Planning and Coordination Board, develop and implement a long-range plan to build, where needed, more short-term residential facilities, including "cooling down" facilities, crisis centers, group shelters and homes, transitional and independent living homes, and therapeutic facilities for dealing with ungovernable youth, youth who are mentally ill, and youth who are badly damaged from substance abuse.

**4.06 AmeriCorps.** We recommend that the Children's Cabinet establish an AmeriCorps program specifically designed to provide youth transitioning out of foster care with meaningful work experiences, a community service ethos, and opportunities for personal development, all of which would assist in their transition to independent living.

**4.07. Use of Twelve-Step Programs in Juvenile Residential Facilities.** We recommend that all juvenile residential facilities recruit, support, and facilitate the development of twelve-step programs for those juveniles who have used or are at risk of using alcohol and drugs.

**4.08. Services for Female Youth Offenders.** We recommend that all juvenile justice agencies train their personnel in the special needs of female youth offenders and that all such agencies provide services to meet the needs of such offenders.

**4.09 Families in Need of Services Programs and Truancy Assistance Service Centers.** We recommend that Louisiana Juvenile Justice Planning and Coordination Board conduct a study to determine whether the FINS and TASCs programs ought to be merged. The study should address specifically whether merger would result in better economies of scale, more

flexibility in funding, less duplication, and more effective service delivery than the current divided programs.

## **Prevention**

**4.10 Prevention and Early Intervention Services.** We recommend that the child welfare and juvenile justice systems place the highest priority on funding and otherwise assisting prevention and early intervention services relating to child abuse and neglect, domestic abuse, pre-delinquency, and delinquency. We recommend that the state develop a coherent and comprehensive plan for prevention, early identification, and early intervention.

## **Educational Services**

**4.11 Mental Health Services at the Schools.** We recommend that the Board of Elementary and Secondary Education (BESE), the Department of Education, and the Department of Health and Hospitals develop and implement a plan for providing mental health resources, including substance abuse prevention and/or treatment resources, at each school building level. The plan may contain provisions for locating state health units at schools, for providing psychologists or other mental professionals at certain schools, for creating mental health teams, and for providing mobile mental health services.

**4.12 Safe School Planning.** We recommend that the Board of Elementary and Secondary Education, the Department of Education, local school districts, and all local schools, as part of their safe school planning, develop and implement policies to prevent and address effectively student behavioral problems, especially student violence. Safe school planning should not be done in a vacuum. It needs to be developed collaboratively with juvenile justice agencies and communicated and coordinated with all stakeholders in the community. The plans should provide for increased numbers of school social workers who are trained in the use of behavioral assessment instruments, including risk assessments, and should develop ways in which school building committees and other components of special education can be used to assist children and families in accessing needed services through the central intake system, FINS, and other means.

**4.13 Alternative Schools.** We recommend that the Board of Elementary and Secondary Education (BESE), the Department of Education, the State Medicaid Office and local school districts work collaboratively to review and establish standards in existing alternative schools to assure that the rights of students and families are protected in accordance with DOE and IDEA regulations and guidelines.

**4.14 School Zero Tolerance and Other Discipline Policies.** We recommend that the first sentence of R.S. 17 § 416.15 be amended as follows:

"Any City, parish, or other local public school board may adopt and implement zero tolerance policies for schools under its jurisdiction, provided such policies comply with the rules promulgated by the Department of Education."

We also recommend that the Louisiana Juvenile Justice Planning and Coordination Board work with the Department of Education to develop and promulgate rules for drafting and implementing zero tolerance policies and other discipline policies in the schools in accordance with IDEA and established principles of positive behavior support. The purpose of the rules should be to ensure that all zero tolerance policies and other relevant discipline policies meet due process standards, are in the best interest of children, and do not unnecessarily burden the lives of families and the juvenile justice system.

**4.15 Special Education and Juvenile Justice.** We recommend that the Louisiana Juvenile Justice Planning and Coordination Board collaborate with the Board of Elementary and Secondary Education (BESE), the Statewide Parenting and Information Center (Families Helping Families), the Community Parent Resource Centers, and the Department of Education to develop ways for special education and juvenile justice to plan and coordinate their respective missions. We recommend that the Regional Juvenile Justice Planning and Coordination Advisory Boards collaborate with local school districts to develop closer working relationships between special education and juvenile justice personnel. We also recommend that every school appoint a voluntary special education advocate to ensure that all children eligible for special education can access these services easily and within a reasonable time. The school special advocates should be invited to attend and participate in the meetings and conferences of the Regional Juvenile Justice Planning and Coordination Advisory Boards and to report their concerns at such meetings.

**4.16 Positive Behavioral Supports in Schools.** We recommend that the Board of Elementary and Secondary Education (BESE), the Department of Education, and local school districts work collaboratively to address student misbehavior through the development and utilization of evidence-based best practices for positive behavioral supports in the least restrictive environments in school settings throughout the state.

**4.17 Suspensions.** We recommend that the Board of Elementary and Secondary Education (BESE), the Department of Education, and local school districts develop specific plans for reducing the number of out-of-school suspensions and "induced drop-outs." The BESE should consider developing a system that would base the student attendance component of the minimum foundation formula on a quarterly count of average daily attendance. The Department of Education should investigate whether sanctions should be imposed on persons who encourage, either directly or indirectly, children to drop out of school. The entire system should study and implement ways to assist teachers in better management of their classes.

## **Treatment Services**

**4.18 ASFA Compliance.** We recommend that the Office of Community Services and the Court Improvement Programs of the Supreme Court develop a comprehensive list of the barriers to full ASFA compliance and that they report their findings and recommendations to the Children's Cabinet, the Joint Legislative Juvenile Justice Policy Priority Committee, and the Supreme Court. We also recommend that OCS establish regular meetings to allow judges to review and comment on OCS policies and procedures.

**4.19 Court Appointed Special Advocates (CASA).** We recommend that the legislature, the Supreme Court, and all courts having significant child dependency caseloads continue to support the expansion of CASA programs and volunteers throughout the state through funding, technical assistance, and general encouragement.

## **5.00 Law and the Administration of Justice**

**5.01 Mini-Grant Training Fund.** We recommend that the legislature provide funding for a system of providing mini-grants in support of the following types of training:

- the capacity building training provided by the Regional Juvenile Justice Planning and Coordination Advisory Boards, especially through its annual regional conference and its workshops;
- the annual cross-training of indigent defenders, judges, and prosecutors in juvenile justice law and best practices;
- the annual cross-training of law enforcement personnel, case workers, court personnel, probation officers, correctional officers, mental health personnel, and other workers in juvenile justice law and best practices.

**5.02 Juvenile Detention Standards and Licensing Procedures.** We recommend that the legislature enact legislation providing standards and licensing procedures for local juvenile detention facilities. We recommend that the Departments of Health and Hospitals and Social Services, work with the Local Detention Facility Association in developing the legislation.

**5.03 LChC 897.1.** We recommend that the Children's Code Committee of the Louisiana Law Institute review the provisions of LChC 897.1 to determine whether the law ought to be amended to allow for greater judicial discretion or for exceptions based on such factors as mental illness, in which case a more appropriate facility would be a secure, in-patient mental health facility, well-documented rehabilitation, or such other mitigating factors as the Committee may determine to be reasonable.

**5.04 Distinguish Juvenile and Adult Criminal Justice Systems.** We recommend that the legislature amend R.S. 15:529.1 (the Habitual Offender Law) to remove a person "adjudicated a delinquent under Title VII of the Louisiana Children's Code..." from the Habitual Offender Law, thereby not permitting juvenile offense to be used to enhance subsequent adult offenses.

**5.05 Waiver of Counsel.** We recommend that the Children's Code Committee of the Louisiana Law Institute review the provisions of LChC 810 to determine whether the delinquency law ought to be made consistent with the FINS waiver provisions under LChC. Article 740B (prohibiting the waiver of counsel). At the same time, we recommend that the Judicial Council of the Supreme Court establish a task force to develop ways to ensure that all

courts having juvenile jurisdiction have counsel available to represent children and youth in child dependency, FINS, and delinquency cases.

**5.06 Alternative Dispute Resolution (ADR) Programs.** We recommend that prosecutors and courts develop and use alternative dispute resolution programs (e.g. mediation, neighborhood or community courts, teen courts, and family group counseling) in a variety of types of juvenile cases.

**5.07 Balanced and Restorative Justice Programs.** We recommend that all stakeholders involved in juvenile justice be trained in restorative justice philosophy as well as in the use of such programs as victim/offender conferencing, victim restitution programs, victim or community impact panels and programs, and family/community group conferencing.

**5.08 Age Limits in Truancy Cases and FINS Cases.** We recommend that the Children's Code Committee of the Louisiana Law Institute review current state law to determine whether the age limits imposed by law FINS and Truancy creates an obstacle to adequately address truancy issues at a later age and whether the different age limits prescribed for FINS and truancy impair the ability of both programs to reinforce one another.

**5.09 Tax Credit for Pro Bono Representation in Child Protection and Juvenile Delinquency Cases.** We recommend that the legislature enact legislation to provide a tax credit against the tax liability for each lawyer or law firm that provides pro bono legal representation or mediation services to children or their parents in Child in Need of Care (CINC) Cases and cases involving the termination of parental rights, or to children in juvenile delinquency cases, as approved by the court having jurisdiction in the matter. The tax credit shall be two hundred dollars per taxable year per child or parent represented. The credit shall be available upon certification by the court of jurisdiction that the attorney or law firm has in fact represented or provided mediation services to a child or to a parent of a child in Child in Need of Care (CINC) Cases and cases involving the termination of parental rights, or to a child in juvenile delinquency cases.

**5.10 Judicial Council Study of the Specialization and Regionalization of Family and Juvenile Courts.** We recommend that the Judicial Council, or some other appropriate judicial agency designated by the Supreme Court, study and make recommendations relative to the further specialization of sections or divisions of general jurisdiction district courts to address more effectively family and juvenile cases. Further specialization might include the use of one-family/one-judge policies and the establishment of more dependency divisions or sections, juvenile mental health courts, juvenile drug treatment courts, and unified family courts. We also recommend that the Judicial Council or some other appropriate judicial agency designated by the Supreme Court study and make recommendations on the feasibility of establishing a regional juvenile court system that would have the following characteristics:

- The system would have to be more effective and less expensive than the current system.

- There would have to be a way to pay for the new system without taking money away from existing programs to juveniles, especially treatment programs.
- The new system would not alter the districts from which district attorneys are elected; nor would it require district attorneys to prosecute in jurisdictions other than their own. All cases would continue to be heard in the parish courthouses, as they are today. The judges or commissioners in the new system would have to ride circuit to these courthouses.
- The new system should consolidate the current juvenile jurisdictions of the general jurisdiction district courts, the specialized sections or divisions of general jurisdiction district courts, the city courts, the parish courts, and the four juvenile courts into no more than ten new consolidated districts.
- The new system should, to the extent possible, be paperless, and should utilize the integrated juvenile justice system as the primary tool of its docketing, scheduling, notice generation, minute entry, case processing, and accounting functions.
- To the extent, possible, the Clerk of Court should be relieved of their

**5.11 Family and Juvenile Court Rules Committee.** We recommend that the Louisiana Juvenile Justice Planning and Coordination Board create an Ad Hoc Task Force consisting of members of the Board and the Regional boards to develop and present recommendations to the Family and Juvenile Court Rules Committee of the Judicial Council. We also recommend that the Family and Juvenile Court Rules Committee develop its rules and forms in a manner consistent with the vision and plan of reform advocated by this Commission.

**5.12 Risk Review Committees.** We recommend that juvenile judges be authorized to establish, at their option on a case-by-case basis, a risk review committee in their respective jurisdictions. Each Risk Review Committees will consist of a mental health therapist with demonstrated experience in juvenile psychology, who shall serve as chair of the Committee, a prosecutor with demonstrated juvenile justice experience, a law enforcement officer with demonstrated juvenile justice experience, a lawyer representing the interests of the youth, a social worker with demonstrated juvenile justice experience, and a representative of a parenting organization. The Committee shall meet, as requested by a judge, to review and comment on the predisposition report prepared by the probation officer in a specific juvenile delinquency case, or to review and comment on any motions to modify a dispositional judgment in a delinquency case, or to review and comment on any recommendations by the correctional authority for the early release of a juvenile from a correctional program.

**5.13 New Judgeships.** We recommend that the following procedures be developed and followed by the Judicial Council and the Legislature when creating new judgeships having complete or partial juvenile or domestic jurisdiction:

- (1) Before assuming office and every year after assuming office, the judge-elect or judge shall be required to have eight hours of continuing legal education in his or her specialized, subject-matter jurisdiction.
- (2) Before the new judgeship shall be granted, the relevant appointing authorities shall provide the Judicial Council with the names and current caseloads of the prosecutor(s) and public defender(s) to be assigned to the proposed new section of court. The appointing authorities shall also provide to the Judicial Council a written assurance that, if the new judgeship is created, the designated prosecutor(s) and public defender(s) shall receive each year a minimum of eight hours of continuing legal education in the specialized, subject-matter jurisdiction of the new judgeship.

**5.14 Tandem Pay Supplements for District Attorneys and Public Defenders.** We recommend the establishment of a program that would supplement the salaries of assistant district attorneys and indigent defenders assigned to juvenile jurisdictions upon annual certification of a designated number of continuing legal education (CLE) hours in juvenile law, child welfare, and child and adolescent psychology.

**5.15 Best Practice Standards for Juvenile Court.** We recommend that representatives from the Louisiana Council of Juvenile and Family Court Judges, the Louisiana District Attorneys Association, the Louisiana Indigent Defense Board, the Office of Youth Development, and the Mental Health Advocacy Service develop and promulgate a coherent set of minimum best practices guidelines to be implemented in courts with formal FINS and juvenile delinquency jurisdiction. Such guidelines should be similar in scope and intention to the Resource Guidelines developed by the National Council of Juvenile and Family Court Judges for child dependency cases.

**5.16 Creation of a Statewide Office of Juvenile Advocacy and Representation.** We recommend that the juvenile defense function currently implemented through district indigent defender boards be centralized into an independent statewide juvenile defender service having common guidelines, supervision, and common pay plan.

**5.17 Family-Friendly Information Services.** We recommend that information regarding the juvenile court process, foster care, adoption, termination of parental rights, voluntary surrender, voluntary custody, mental health commitment, probation services, and children's rights be provided in user-friendly formats (easy-to-read materials, video, web sites, etc) to children, parents and other guardians, and other concerned adults.

**5.18 Graduated or Progressive Sanctions.** We recommend that courts, prosecutors and public defenders collaborate on the development and application of a continuum of community-based, graduated sanctions in each juvenile jurisdiction. We also recommend that each Regional Juvenile Justice Planning and Development Board encourage the development and application of such sanctions through various training and capacity-building conferences and workshops.

**5.19 Informal Processes.** We recommend the expanded use of informal processes (e.g. use of ADR techniques, use of informal adjustment agreements, prosecutor diversion programs, informal FINS, and other such programs) in all types of cases within juvenile jurisdiction, especially in child dependency, pre-delinquency, and minor delinquency cases. Such processes are generally more effective in promoting settlements, in reducing the caseloads that burden judges, prosecutors, and defenders, and in reducing costs.

**5.20 Expanded Use of Hearing Officers.** We recommend the expanded use of hearing officers in juvenile courts. Hearing officers currently handle child support cases and serve as traffic referees. However, hearing officers might also be helpful in presiding at all pre-adjudicative hearings and case management hearings.

**5.21 Court Delays and Case Management.** We recommend that courts develop techniques and strategies for reducing delays in juvenile proceedings and for managing cases more efficiently and effectively. We recommend that the Supreme Court develop a best practices guide for reducing delays in all juvenile proceedings.



**JUVENILE COURT FOR CADDO PARISH**

1835 SPRING STREET  
SHREVEPORT, LOUISIANA 71101-4298  
TELEPHONE (318) 226-6772  
Fax (318) 226-6942

DAVID MATLOCK  
CHIEF JUDGE  
DIVISION A

VERNON CLAVILLE  
JUDGE  
DIVISION C

PAUL YOUNG  
JUDGE  
DIVISION B

H.T. COX  
JUDICIAL ADMINISTRATOR

EDWIN SCOTT  
DIRECTOR OF PROBATION

MARY GIBSON  
CHIEF DEPUTY CLERK

MURIEL BURNS  
DIRECTOR OF DETENTION

September 9, 2002

TO: Gabriella Celeste  
Juvenile Justice Project of Louisiana  
Facsimile: (504) 522-5430

Ethel Harris  
Casey Family Program  
Facsimile: (225) 293-4070

Gwendolyn Hamilton, Secretary  
Department of Social Services  
Facsimile: (225) 342-8636

David W. Burton  
District Attorney  
Facsimile: (337) 462-6925

Judge Frances Bouillion  
Lafayette City Court  
Facsimile: (337) 291-8756

John A. Tuell  
Child Welfare League  
(202) 737-3687

FROM: Paul Young  
Juvenile Court  
Facsimile: (318) 226-6587

Accompanying is the draft findings prepared from our discussions at the Advisory Board Meeting on Friday, September 6, 2002.

Please review and send any comments or suggestions to me by return fax. I will then submit a proposed finding on Over Representation of Minorities and on Consistency in Juvenile Dispositions to Tony Gagliano and the Planning Team.

Finding -

Minorities are over represented in the juvenile justice system. Children with the following socio-economic characteristics are over represented in the juvenile justice system: (1) poverty; (2) product of out of wedlock birth; (3) product of teenage pregnancy; (4) growing up in a household with (a) single parent, (b) an unemployed parent, (c) a parent with an untreated mental illness or substance abuse problem; or (5) child is (a) educationally unsuccessful/performing below grade level, or, (b) abusing substances.

Unfortunately, minority children are over represented in many of these socio-economic categories.

Additionally, some sociological studies have reached conclusions that there is actual bias against minority children at each of the critical stages of the juvenile justice system, adding to the over representation of minority children in the juvenile justice system.

There is a perception among some in the State of Louisiana, especially among minorities, that minority children are not fairly treated within the juvenile justice system.

#### Finding - Consistency in Juvenile Dispositions

While similarly situated children should receive similar sentences or dispositions, sentencing guidelines are inappropriate for a juvenile justice system. Rather, individualized dispositions, based upon thorough assessments of the child's background, needs, family and community supports is a fundamental tenet of a juvenile justice system. Discretion utilized by Courts and their staffs should always be based upon articulable criteria.

**JUVENILE JUSTICE COMMISSION  
ADVISORY BOARD**

**MEETING NOTICE OF SEPTEMBER 20, 2002**

The Advisory Board of the Juvenile Justice Commission will meet from 10: a.m. to approximately 4:00 p.m. on September 20, 2002 in the first-floor auditorium of the OCS Regional Office located behind the Secretary of State's Archives Building just off Essen Lane (see attached directions). A light lunch will be made available at a cost of \$10.00 per person payable in cash at registration.

The purposes of the meeting will be:

- to reconcile, if possible, the remaining findings submitted by the reconciliation teams;
- to resolve, to the extent possible, the objections made by members to the draft recommendations sent to the members on September 15, 2002;
- to take a final conclusive vote on the Stakeholder Findings and Recommendations;
- to solicit the assistance of the members and other interested participants in editing and further documenting the Stakeholder Findings and draft Recommendations.

**JUVENILE JUSTICE COMMISSION  
ADVISORY BOARD MEETING  
SEPTEMBER 20, 2002  
OCS BATON ROUGE REGIONAL OFFICE  
ESSEN LANE  
10:00 A.M.**

**AGENDA**

1. Call to Order and Welcome
2. General Meeting: Preliminary Matters
  - Schedule of the Day
  - Outline of Process
  - Defining the Juvenile Justice System
  - Housekeeping Issues
    - Bathrooms
    - Luncheon Serving Room
    - Luncheon Area - Auditorium
    - Registration Desk and Luncheon Cost
3. General Meeting: Resolution of Disputed Findings
  - Reconciliation of Remaining Disputed Findings
  - Vote on Remaining Disputed Findings
  - Identification of All Findings in Dispute
  - Vote on All Findings
4. General Meeting: Reconciliation of Disputed Recommendations
5. Lunch - Reconciliation of Disputed Recommendations
6. General Meeting: Resolution of Disputed Recommendations
  - Reconciliation of Disputed Findings
  - Vote on Remaining Disputed Findings
  - Identification of All Recommendations in Dispute
  - Vote on All Recommendations
7. Adjournment

**JUVENILE JUSTICE COMMISSION  
ADVISORY BOARD MEETING  
SEPTEMBER 20, 2002  
OCS BATON ROUGE REGIONAL OFFICE  
ESSEN LANE  
10:00 A.M.**

**MINUTES**

The Juvenile Justice Commission Advisory Board meeting was called to order by Chair, Gwen Hamilton, at approximately 10:10 a.m.

Tony Gagliano facilitated the final resolutions and recommendations. These final draft recommendations will be taken to the public for a hearing. The public input will be discussed on November 22, 2002, in order to prepare for presentation to the Commission.

The JJC Advisory Board met on 9/15/02 to discuss the disputed findings of the preliminary draft of concepts. As a result of the meeting, the following findings were disputed:

Resolution of Disputed Findings

1.1T – The reconciliation team regarding Racial issues was lead by Judge Young. Judge Young explained the team’s conclusion regarding the finding “Minorities are over represented in the juvenile system”.

This finding will replace 1.5T  
Judge Young made a motion to adopt the finding.

Vote: 12:10

Tony suggested that any and all concerns regarding this issued be addressed with Judge Young.

5.14W – Judge Young explained the finding “Consistency in Juvenile Dispositions” and moved to adopt. An amendment was offered to amend the language. Mandatory sentencing guidelines was inappropriate. After a further discussion, a vote was taken on the revised language. Krasnoff abstained from voting.

Vote: 20:2

3.1S – Judge Konrad moved to adopt the finding. Upon motion made and seconded, the vote was:

Vote 16:6

3.3W – There was an objection raised to the underline language. The Advisory Board heard from DOC by letter.

Judge Lagarde stated that the word “culture” was too strong and made a suggestion to strikeout the word “culture” in this finding because it is unfair to departments. Upon motion made and seconded, the revised

language was adopted. A substitute motion was made to remove the underline statement. Krasnoff seconded motion.

Vote: 8:15 – Substitution motion failed

Motion made to adopt revised language to remove the word “culture”.

Vote: 17:4

3.7W – Motion made and seconded to adopt this finding.

A substitution motion made to amend. An amendment was offered to remove the first sentence following the stats and start with “The current system...”

Vote: 16:4

5.4W – Passed over.

5.2T – Everyone agreed to a separate juvenile justice system. Therefore, a suggestion was made to move this finding to Strengths. Motion made and seconded to move finding to Strengths.

After discussing this finding, a motion was made to accept this finding as amended by eliminating the word “disturbing”.

Vote: 19:3

Vote to accept all findings.

Motion made and seconded to approve the process by which stackholder findings have been adopted.

Vote: 19:3

Recommendations – Zero oppositions

Suggestion made to move along and accept approval of zero opposition.

Motion made and seconded to adopt oppositions with overwhelming support.

1.00 - Motion made and seconded to add “victim advocate” to the fourth bullet.

2.01 – The words “law school” was added. This recommendation put on hold.

2.02 – Deferred. It objected by education and will not be counted. State law does not permit AG funding to be used for this purpose. Strike AG funds. Objection is noted for further discussion.

2.04 – Suggestion made to add “schools”.

3.06 – Objection in regards to line 4 – strike sentence. Motion made and seconded to delete sentence.

3.07 – Objection. Suggestion made to revise language to strike out “in –patient” and add comprehensive, early prevention, rehabilitation.

3.08 – passed over.

3.11 – Concerns regarding list of fees and surcharges. Suggestion made to delete “the following” and end sentence with a period.

3.12 – Make corrections.

4.01 – Suggestion made to revise sentence by adding/insert “and their parents/guardian” after delinquent offenders.

4.07 – It’s a mistake to incorporate treatment theory. Motion made and seconded to remove 12 step and add substance abuse treatment programs and delete from language.

4.08 –

4.11 – Add “social services” to second sentence at the bottom.

4.12 – Disagreed with strike out of language of risk assessments sentence (last sentence)

4.14 – 22 votes, but controversial.

4.15 –

4.17 – Remove the word “sanctions” from last sentence and add the word “penalties” and also add “school personnel”.

5.08 – Postponed for clarity.

5.11 – Objection withdrawn by Committee.

5.15 – Objection by Krasnoff and made a suggestion to add victim advocacy. It was also suggested that “law enforcement” be added.

It was motioned and seconded to move all recommendations with majority vote.

Identification of all recommendations in dispute.

4.05 – Remove “non-secured” and insert “secured”

5.01 – In third bullet, add “school personnel”.

5.09 – It should say, “not otherwise compensated pro bono” and tax credit should be by per case handled, instead of per child. Passed for further revision of language.

5.12 – Suggestion made to add victim advocacy and remove risk review committee.

5.18 – Change finding to read “graduated sanctions”.

5.20 – An amendment offered to require that hearing officers be trained and certified.

Vote: 12:6

5.23 – Remove standardization and insert geographical alignment/coordination; add OPH and OYD.

Vote: 16:4

1.02/1.02A – Recommended rewriting definition to include domestic abuse involving children.

3.04/3.04A – The difference is 3.04 has all the language and 3.04A deletes language relative to grant application. Motion made and seconded to adopt 3.04A.

Vote: 18:

3.09/3.09A – Motion made and seconded to adopt 3.09.

Vote: 3.09 – 8

Motion made and seconded to adopt 3.09A.

Vote: 16

3.14 – Recommendation made that law enforcement be considered in this finding. An amendment offered to include “federal regulations”.

Vote: 14:6

3.15 – The point of over reliance on incarceration was briefly discussed. Motion made and seconded to accept.

Vote: 16:5

3.16 – Remove (duplicate)

3.17 – Comments and concerns made relative to bureaucratic structure which could hinder outcome intended. Motion made to accept.

Vote: 16:6

4.09 – Argument that task has money and FINS does not. Motion made and seconded to approve.

4.10/4.10A – funding prevention on early development service assistance. Motion made and seconded to adopt.

Vote: 9:3

4.18/4.18A – Eliminate the last sentence in 4.18A. Motion made and seconded to approve 4.18A.

Vote: 12:4

5.03/5.03A – Add “to allow for greater judicial discretion”. Motion made and seconded to approve 5.03 failed by vote of 5. Therefore, 5.03A was approved.

5.04 – This finding has nothing to do with juvenile justice instead, it deals with adult justice. In favor of habitual offender law: 7:11

5.05/5.05A/5.05B – Motion made and seconded to approve 5.05A. Objection made to allow discussion on the waiver of counsel. Motion made to approve 5.05A.

Vote: 14:7

5.10/5.10A – Motion made and seconded to approve 5.10.

Vote: Opposition 7

5.16 – Motion made and seconded to approve. Objection made to the creation of a second office. Motion and seconded to approve.

Vote: 16:4

### Structural Issues

2.01 – Motion made and seconded to adopt.

Vote: Opposition 3

3.01/3.01A – Motion made and seconded to adopt 3.01A. Seconded withdrawn. Objection made to allow comments/discussion relative to the LCLE/OJJDP Board. Motion made and seconded to adopt 3.01.

Vote: 17:5

3.02 – Add other relevant departments. Motion to approve.

Vote: 17:5

3.03 – Motion and seconded to approve.

Vote: 22

The Public Hearings will begin October 15, 2002 starting in Baton Rouge and flowing to the other areas.

There being no further discussion, the meeting was adjourned at 2:30 p.m.

**BALLOT SHEET RESULTS 9/20/02**

<b>No.</b>	<b>Recommendation</b>	<b>Approve</b>	<b>Oppose</b>	<b>Not Marked</b>	<b>Condition</b>	<b>No Return</b>
1.01	Public Awareness Campaign	26	1	1	1	14
1.02	Definition of Juvenile Justice System	17	10	1	1	14
1.02A	Definition of Juvenile Justice System	15	12	1	1	14
1.03	Goals of Juvenile Justice	27	0	2	0	14
2.01	Children's Cabinet Research Council	24	2	3	0	14
2.02	Use of 8(g) Funding	23	4	2	0	14
2.03	Integrated Juvenile Justice Information System	26	1	2	0	14
2.04	Data Sharing	25	2	1	1	14
3.01	Louisiana Juvenile Justice Planning & Coordination Board	16	11	1	1	14
3.01A	Louisiana Juvenile Justice Planning & Coordination Board	6	20	2	1	14
3.02	Regional Juvenile Justice Planning and Coordination Boards	19	5	4	1	14
3.03	Joint Legislative Juvenile Justice Policy Priority Committee	22	4	3	0	14
3.04	Reform of the System of Financing	11	17	1	0	14
3.04A	Reform of the System of Financing	15	13	1	0	14
3.05	Revisions to the Children's Budget	21	5	3	0	14
3.06	Realignment of Inter-Governmental Functions	23	3	3	0	14
3.07	Major Financing Issues -- All Programs	22	5	2	0	14
3.08	Major Financing Issues Affecting Foster Care	23	3	3	0	14
3.09	Funding of Existing Services	15	12	2	0	14
3.09A	Funding of Existing Services	18	9	2	0	14
3.10	Special License Plates	25	1	3	0	14
3.11	New Revenue Measures	21	6	2	0	14
3.12	Juvenile Justice Sub-Fund	23	4	2	0	14
3.13	Louisiana Endowment for Children	23	3	3	0	14
3.14	Dedication of LCLE Juvenile Funding	20	6	3	0	14
3.15	Correctional Funding Transition Plan	20	7	2	0	14
3.16	Louisiana Commission on Law Enforcement (LCLE)	19	7	3	0	14
<b>3.17</b>	<b>Office of Children, Youth, and Families</b>	<b>20</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>14</b>
4.01	Continuum of Services	26	1	2	0	14
4.02	Community-Based Services	27	0	2	0	14
4.03	Computerized Information and Resource System	27	0	2	0	14
4.04	Exemplary Programs	22	4	2	1	14
4.05	Non-Secured Residential Options	24	3	2	0	14
4.06	Ameri-Corps	26	0	3	0	14
4.07	Twelve-Step Program	25	1	3	0	14
4.08	Services for Female Youth Offenders	25	1	3	0	14
4.09	Merger of FINS and TASC	20	6	3	0	14
4.10	Prevention and Early Intervention Services	21	4	4	0	14

4.10A	Prevention and Early Intervention Services	11	12	6	0	14
4.11	Mental Health Services at Schools	24	2	2	1	14
4.12	Safe School Planning	24	3	2	0	14
4.13	Alternative Schools	26	1	2	0	14
4.14	School Zero Tolerance and Other Discipline Policies	22	5	2	0	14
4.15	Special Education and Juvenile Justice	24	3	2	0	14
4.16	Positive Behavioral Supports in Schools	27	0	2	0	14
4.17	Suspensions	22	4	3	0	14
4.18	ASFA Compliance	15	12	2	0	14
4.18A	ASFA Compliance	17	10	2	0	14
4.19	Court Appointed Special Advocates (CASA)	26	0	3	0	14
<b>4.20</b>	<b>Consultation, Training, and Technical Assistance Fund</b>	<b>22</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>14</b>
5.01	Mini-Grant Training Funds	21	4	4	0	14
5.02	Juvenile Detention Standards and Licensing Procedures	23	3	3	0	14
5.03	LChC Article 897.1	16	12	1	0	14
5.03A	LChC Article 897.1	15	12	2	0	14
5.04	Habitual Offender Law	19	9	1	0	14
5.05	Waiver of Counsel	11	17	2	0	14
5.05A	Waiver of Counsel	14	13	2	0	14
<b>5.05B</b>	<b>Waiver of Counsel</b>	<b>12</b>	<b>14</b>	<b>3</b>	<b>0</b>	<b>14</b>
5.06	Alternative Dispute Resolution (ADR)	26	1	2	0	14
5.07	Balanced and Restorative Justice	25	1	3	0	14
5.08	Age Limits for FINS and TASC	23	3	3	0	14
5.09	Tax Credit for Pro Bono Representation	21	5	3	0	14
5.10	Study of the Specialization and Regionalization of Juv. Courts	17	9	3	0	14
5.10A	Study of the Specialization and Regionalization of Juv. Courts	15	11	3	0	14
5.11	Family and Juvenile Court Rules Committee	22	3	4	0	14
5.12	Risk Review Committees	21	6	2	0	14
5.13	New Judgeships	24	2	3	0	14
5.14	Tandem Pay Supplements and Certification Training	24	1	4	0	14
5.15	Best Practice Standards for Juvenile Court	23	3	2	1	14
5.16	Creation of Statewide Office of Juvenile Advocacy	20	5	4	0	14
5.17	Family-Friendly Information Services	25	1	3	0	14
5.18	Graduated or Progressive Sanctions	21	4	4	0	14
5.19	Diversification Processes	23	2	4	0	14
5.20	Expanded Use of Hearing Officers	21	5	3	0	14
5.21	Court Delays and Case Management	24	1	4	0	14
<b>5.22</b>	<b>Mandatory Judicial Training</b>	<b>26</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>14</b>
<b>5.23</b>	<b>Standardization of State Service Provision Regions</b>	<b>21</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>14</b>

**JUVENILE JUSTICE COMMISSION  
ADVISORY BOARD  
MEETING OF NOVEMBER 22, 2002  
OCS BATON ROUGE REGIONAL OFFICE AUDITORIUM  
10:00 A.M. - 4:30 P.M.**

**AGENDA**

1. Call to Order and Welcome
2. Purpose of Meeting
3. Rules of the Day
4. Report on Public Hearings
  - (a) General
  - (b) Casey Findings and Recommendations
5. Report on Visit to Missouri
6. Recommendations of Planning Team
7. Decision on Recommendations
8. General Presentation on Action Plan
9. Lunch
10. Technical Review and Comment Sessions
  - (a) Priority Issues
  - (b) School Issues
  - (c) Representation Issues
  - (d) Other Issues
11. Adjournment

**Juvenile Justice Commission Advisory Board Meeting  
OCS Baton Rouge Regional Office Auditorium  
November 22, 2002**

**MINUTES**

The JJC Advisory Board Meeting was called to order by Susie Sonnier at approximately 10:10 a.m.

Comments and observations were made from the advisory board members who went to Kansas City, Missouri for the tour of the Missouri juvenile facility.

Ms. Sonnier reported that there was large participation and great comments from the Public Hearings.

Public Hearings comments considered for inclusion in recommendations:

1. Timeline and Action Plan - Motion made by David Utter to develop a timeline and action plan. Amended to include an estimate of cost to implement the plan in order to avoid unfunded legislative mandate. UNANIMOUS
2. Urgency - to be determined
3. Appellate Review - passed over
4. Developmental disabilities and mental retardation issues - accept changes to address the issue. UNANIMOUS
5. Sexual Abuse Programs-victims and perpetrators - additional sexual abuse programs are already covered
6. Mentoring - Motion made to add the word "mentoring". UNANIMOUS
7. Office of Addictive Disorders Proposal - Motion made to add the word "such as ..."
8. Clarification of deduction versus credit - original recommendation was to have a \$200 tax credit go to pro bono attorney
9. Need for all of the system to be nationally accredited - passed over
10. Contradiction between exemplary programs and funding existing programs - Insert the word "new". UNANIMOUS - OPPOSITION 1
11. Monthly review of school population - passed over
12. Vo-tech/entrepreneurship programs - Motion made to accept. UNANIMOUS
13. Fetal Alcohol Syndrome - passed over

- 14. Other
- 2.02 Added the language “demonstration programs affecting school behavioral”. Further discussion after lunch
- 2.03 Motion made to eliminate the word “mother”. UNANIMOUS
- 5.15 Accepted

Ms. Sonnier gave a brief overview of the Proposed Interim Infrastructure for Children Services program and the Organizational Work Plan.

Also discussed were the recommendations for aligning regions within departments serving juveniles listed by each parish. It was suggested that the word “interim” be removed from the title.

**LUNCH/PRESENTATION OF CASEY FINDINGS and RECOMMENDATIONS**

Ms. Sonnier commented that a suggestion was made to consider mental institutions and addictive disorders as part of the Children’s Cabinet

Proposed Action Plan - comments

Legislative Action

- 1. Creation of Dept of Children, Youth, and Families - Create a Plan in 2003 and implementation in July 2004.
- 2. Enhancements to Children’s Cabinet - Express the need of urgency for July right after Session
- 3. Joint Legislative JJ Policy Priority Committee - Timing should be tied to the rest of the legislation

**Recommendation made to let the legislature handle all proposed legislative actions (first 3 pages of Proposed Action Plan)**

- 4. LA Children, Youth, and Families Investment Fund - Establish separate funds
- 5. JJ/Education Coordination Act
- 6. Legislation to Facilitate Data Sharing
- 7. Juvenile Detention Standards and Licensing Procedures
- 8. Tax Credit for Pro Bono Representation
- 9. Creation of Statewide Office of Juvenile Advocacy and Representation - Needs to be worked out between DAs and indigent defenders.
- 10. Standardization of Service Regions

Children's Code Committee Legislation - same time-frame, with consultation of the Children's Code Committee

Resolutions - express all 3 recommendations as a validated need

Executive Actions - remove the word "Dedication" from #2. No change in time frame

#### CHANGES IN RECOMMENDATIONS

1. Juvenile Justice Sub-Fund - Eliminate AB 3.12 as a duplication of broader fund
2. Mini-Grant Training Fund - Fold AB 5.01 into AB 4.20
3. Age limits in Truancy Cases - Eliminate AB 5.07

#### AG Meeting Results

There will be a meeting with Education to discuss recommendations

#### Next Steps

Ms. Hamilton stated that the next step entails a presentation of the recommendations from the JJ Commission Advisory Board to the JJ Commission along with the draft plan. Drafts will be placed on the website. A Press Conference will be held for a formal presentation.

Adjournment.